

To: Richard Windsor/DC/USEPA/US@EPA[]
Cc: Seth Oster/DC/USEPA/US@EPA;Michael Moats/DC/USEPA/US@EPA;Allyn Brooks-LaSure/DC/USEPA/US@EPA;Betsaida Alcantara/DC/USEPA/US@EPA[]; ichael Moats/DC/USEPA/US@EPA;Allyn Brooks-LaSure/DC/USEPA/US@EPA;Betsaida Alcantara/DC/USEPA/US@EPA[]; llyn Brooks-LaSure/DC/USEPA/US@EPA;Betsaida Alcantara/DC/USEPA/US@EPA[]; etsaida Alcantara/DC/USEPA/US@EPA[]
From: michael moats
Sent: Sun 7/19/2009 8:28:22 PM
Subject: ACTION oped for The Hill (due Monday)
[20090720 Hill oped \(3\).doc](#)

Administrator, attached is a draft oped for a special Energy issue of The Hill for your review. This month they will be publishing an issue focused on clean energy and the ACES bill. They've asked for pieces from a number of people including Reps. Pelosi, Barton, and Boehner (these last two are the reason for the counter-argument in the draft).

Sorry to bother you on Sunday about this. The Hill has asked for it by COB tomorrow, and I still need to run it by the White House for final approval. Thank you.

Mike

DRAFT

Administrator Lisa P. Jackson

Energy Open Outline

July 2009

816 words

Deliberative

Deliberative

Deliberative

To: Richard Windsor/DC/USEPA/US@EPA[]
From: michael moats
Sent: Sun 7/19/2009 9:11:15 PM
Subject: Re: ACTION oped for The Hill (due Monday)
Windsor.Richard@epamail.epa.gov

Personal Privacy

I'll make the appropriate changes and send along. Thanks.

On Sun, Jul 19, 2009 at 5:06 PM, <Windsor.Richard@epamail.epa.gov> wrote:

Fine except the Admin has not endorsed ACES. Instead, it is calling for strong energy/climate legislation. ACES is oftentimes referred to as a "good start". Thx. Lj

From: michael moats [michael.moats@gmail.com]
Sent: 07/19/2009 04:28 PM AST
To: Richard Windsor
Cc: Seth Oster; Michael Moats; Allyn Brooks-LaSure; Betsaida Alcantara
Subject: ACTION oped for The Hill (due Monday)

Administrator, attached is a draft oped for a special Energy issue of The Hill for your review. This month they will be publishing an issue focused on clean energy and the ACES bill. They've asked for pieces from a number of people including Reps. Pelosi, Barton, and Boehner (these last two are the reason for the counter-argument in the draft).

Sorry to bother you on Sunday about this. The Hill has asked for it by COB tomorrow, and I still need to run it by the White House for final approval. Thank you.

Mike

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA;"Diane Thompson"
[thompson.diane@epa.gov]; Diane Thompson" [thompson.diane@epa.gov]; Bob Sussman"
[Sussman.bob@epa.gov]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 12:15:37 PM
Subject: Re: Budget Decisions

Helps a ton, Boss! Thanks a bunch, and good luck today! Scott

----- Original Message -----

From: Richard Windsor

Sent: 07/20/2009 08:07 AM EDT

To: Scott Fulton; "Diane Thompson" <thompson.diane@epa.gov>; "Bob Sussman"
<Sussman.bob@epa.gov>

Subject: Budget Decisions

Deliberative

Deliberative

Hope this helps.

Lisa

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Eric Wachter/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 2:12:07 PM
Subject: Fw: EPA Region 2 follow-up
[Personal Privacy EPA Reg 2 Support Ltr to President.pdf](#)
[Bloomberg support letter March 20 2009.pdf](#)
[Carolyn McCarthy endorsement letter May 2009.pdf](#)
[Personal Privacy List of Supporters 061209.doc](#)
[Hotspot](#)

----- Forwarded by Eric Wachter/DC/USEPA/US on 07/20/2009 10:11 AM -----

Date 07/16/2009 11:28 PM
From **Personal Privacy**
To LisaP Jackson/DC/USEPA/US@EPA
cc
Subject EPA Region 2 follow-up

Lisa -

Thank you again for meeting with me today, and for arranging meetings with Scott, Diane, and Marygrace. I enjoyed my conversations with everybody very much, and am energized to take the next step in the appointment process.

As I took the train back to New York tonight, I thought that it made sense to highlight some of the political support that I've received this spring. I know that you've seen all of these materials at various times, but it might be helpful for you to see these documents together in one place as you weigh the various political endorsements of the candidates under consideration.

Towards that end, I am attaching a current list of environmental, environmental justice, business, and labor endorsements from throughout the region; my endorsement letter from NYC Mayor Bloomberg; an endorsement letter from six members of the New York delegation of the House of Representatives; and a separate letter from NY Rep. Carolyn McCarthy. To minimize repetition, I am not including letters from the people on the endorsement list. If you want new copies of those letters, I am happy to provide them.

I hope you will agree that my support base is wide and deep, and represents a broad cross-section of key stakeholders on our core issues in Region 2. I think it reflects well on my ability to work with a wide variety of interests, and hope you agree.

I also want to highlight my response to your question about my management experience. Certainly, I recognize that the shift to the Region 2 Administrator's position represents a significant jump in management responsibility. However, I am sure that my leadership skills and vision, my desire to work closely with you and your team to set clear goals that advance our national and regional priorities, my eagerness to apply the management lessons that I've learned at NRDC and my ability to learn quickly, in tandem with the skilled management support that I will receive from George and other key members of the EPA management team, will ensure a smooth and successful transition from NRDC to EPA. I hope that you agree.

If there is anything else that you need from me, please do not hesitate to ask. In the meantime, thanks again for the opportunity to meet with you and your colleagues today - and best of luck with your move this weekend!

All the best,

Personal Privacy

OEX Processing Information

Processed Date:

Processed By

PO Office Category:

Message Count

Congress of the United States
Washington, DC 20515

June 12, 2009

President Barack H. Obama
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Re: Endorsement of [Personal Privacy] as EPA Regional Administrator, Region 2

Dear President Obama:

We write to strongly support [Personal Privacy] appointment as the next Regional Administrator of the U.S. Environmental Protection Agency for Region 2, which includes New York, New Jersey, and the Caribbean islands.

[Personal Privacy] has been a leader in New York's environmental community for almost two decades. As a senior attorney at the [Personal Privacy] since 1991, [Personal Privacy] record on a wide range of transportation, air pollution, climate change, and open space issues is one of commitment, creativity, and success.

[Personal Privacy] background is tailor-made for the Regional Administrator's position for several reasons. First, his entire career has been dedicated to creating local projects that help advance national environmental goals. Second, he excels at finding common ground with diverse industry, government, and non-governmental stakeholders, which will be critical to advancing your administration's priorities in the region. Third, his sharp focus on practical, cost-effective solutions will ensure that the agency's resources are used wisely.

Just a few examples illustrate the breadth of [Personal Privacy] environmental successes:

- [Personal Privacy] "Dump Dirty Diesels" campaign pioneered a diesel clean-up strategy that has reduced New York City bus emissions by 97 percent since 1995, and helped lay the foundation for a series of EPA diesel rules that will save thousands of lives and billions of dollars every year. An Office of Management and Budget report found that these diesel rules are among the most cost-effective environmental programs ever.
- [Personal Privacy] was a leader in the campaign that created the Hudson River Park along the west side of Manhattan, and he has worked with community leaders to preserve hundreds of community gardens in low-income communities and communities of color in New York City. Together, these victories have helped to create a movement for new waterfront and community parks in urban areas throughout our State.
- [Personal Privacy] was an early advocate for using state tax and other incentives to encourage biofuels and alternative fuel vehicles in the 1990s. Today, he serves on two EPA committees that are advising the agency on its implementation of federal biofuels requirements and programs.

- Personal Privacy serves on many boards and advisory groups, which reflects the judgment of his peers in the environmental world. These include EPA's Clean Air Act Advisory Committee and the NY League of Conservation Voters board, and he chairs the board of the Tri-State Transportation Campaign.

We are confident that Personal Privacy would be a great EPA Regional Administrator for your administration. Thank you for considering our views on this critical regional appointment.

Sincerely,

Jerrold Nadler

[Signature]

[Signature]
1/1/09

Eric L. Engel

[Signature]

cc: Don Gips, Director, Office of Presidential Appointments

Members of Congress signing the letter to the President in support of **Personal Privacy** for
EPA Region 2 Administrator:

1. Rep. Jerrold Nadler
2. Rep. Anthony D. Weiner
3. Rep. Joseph Crowley
4. Rep. Eliot L. Engel
5. Rep. Brian Higgins
6. Rep. Nydia M. Velázquez



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, NY 10007

March 20, 2009

The Honorable Lisa P. Jackson
Administrator
U.S. Environmental Protection Agency
Ariel Rios Building
1200 Pennsylvania Avenue, NW
Washington, DC 20460-0001

Dear Administrator Jackson:

I write to express my support of [Personal Privacy] for appointment as the next Regional Administrator of the U.S. Environmental Protection Agency for Region 2. A senior attorney at the [Personal Privacy] has had a long and distinguished career as an environmental advocate, improving the lives of millions of people in the New York metropolitan region and abroad.

[Personal Privacy] has worked tirelessly on an issue that is critical to the health of New York City – reducing air pollution and particulate matter emissions from diesel fuel combustion. His “Dump Dirty Diesels” campaign led the Metropolitan Transportation Authority (MTA) to create its “Clean Fuel Bus Program,” which has reduced soot emissions from MTA buses 97 percent since 1995 and become a model for fleets around the world. At the federal level, [Personal Privacy] led a ten-year advocacy campaign – working with EPA, industry, and environmental leaders – to put in place regulations that are expected to reduce emissions from new diesel engines by more than 90 percent, which will eliminate more than 21,000 premature deaths and save \$160 billion in health costs annually by 2030. Internationally, [Personal Privacy] has led successful campaigns to eliminate leaded gasoline in sub-Saharan Africa and to reduce diesel pollution in Mexico’s largest cities.

In addition to his leadership in advancing *PlaNYC*, our comprehensive sustainability plan for New York City, [Personal Privacy] played a key role in securing billions of dollars in environmental and transportation investments in New York, as well as the creation and preservation of green space in the neediest communities. Together with a wide array of supporters in the environmental and business communities, I am confident that [Personal Privacy] will continue to improve the environmental health of our region if he is selected for a role in the EPA. He has my full and enthusiastic support.

Sincerely,

A handwritten signature in black ink, reading "Michael R. Bloomberg".

Michael R. Bloomberg
Mayor

MRB:ps



WASHINGTON OFFICE:
2346 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-5516
FAX: (202) 225-5758

DISTRICT OFFICE:
300 GARDEN CITY PLAZA, SUITE 200
GARDEN CITY, NY 11530
(516) 739-3008
FAX: (516) 739-2973

CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515-3204

FINANCIAL SERVICES
SUBCOMMITTEES:
CAPITAL MARKETS, INSURANCE AND
GOVERNMENT SPONSORED ENTERPRISES
FINANCIAL INSTITUTIONS AND
CONSUMER CREDIT

E-MAIL:
<http://www.house.gov/writerep/>
WEBSITE:
<http://carolynmccarthy.house.gov>

The Honorable Barack H. Obama
President
The White House
Washington, DC 20500

Dear Mr. President:

I am writing to strongly support the appointment of **Personal Privacy** as the next Regional Administrator of the U.S. Environmental Protection Agency for Region 2, which includes New York, New Jersey, and the Caribbean islands. **Personal Privacy** has been a leader in our region's environmental community for more than two decades, and his projects have improved the health and quality of life of millions of people throughout our region.

Personal Privacy has been a senior attorney at the **Personal Privacy** since 1991. At **Personal Privacy** he has had a strong record of success on a wide range of transportation, air pollution, climate change, and open space issues at all levels of government. Just a few examples illustrate the breadth of **Personal Privacy** environmental successes:

- He pioneered a diesel clean-up strategy that was adopted by New York's Metropolitan Transportation Authority that has reduced diesel emissions from New York's transit buses by more than 97 percent since 1995, and that led to a series of EPA diesel rules that will be implemented over the coming decade.
- His advocacy led to local, state, and federal legislation that created tax and other incentives for biofuels and alternative-fuel vehicles.
- He led the legislative campaign that created the Hudson River Park along the west side of Manhattan and developed a strategy to preserve hundreds of community gardens in low-income communities and communities of color in New York City, helping to create a movement towards creating waterfront and community parks in urban areas throughout our State.
- As a key member of New York's non-profit community, he has helped create and shape billions of dollars of new environmental and transportation investments throughout the state.

Personal Privacy would excel as Regional Administrator because he focuses on the most important issues, and seeks to implement the most practical and cost-effective solutions. In addition, his reputation as somebody who successfully finds common ground with diverse industry, government, and non-governmental stakeholders is well-earned. Perhaps most important for a potential Regional Administrator, his entire career has been dedicated to creating local and regional projects that help advance national environmental goals.



Once again, I am happy to strongly support **Personal Privacy** appointment as EPA Regional Administrator for Region 2. Thank you for considering my views on this appointment.

Sincerely,


Carolyn McCarthy
Member of Congress

Environmental, Labor, and Business
Support for
Personal Privacy
To Be Appointed As
U.S. Environmental Protection Agency
Regional Administrator, Region 2

Environmental and Environmental Justice Leaders:

- John Adams, NRDC (Natural Resources Defense Council) Founding Director
- Frances Beinecke, NRDC President
- Peter Lehner, NRDC Executive Director
- Bill Becker, Executive Director, National Association of Clean Air Agencies
- Marcia Bystryn, Executive Director, New York League of Conservation Voters
- Wanda Colon Cortes, President, Proyecto Caribeno de Justicia y Paz
- Kathleen A. Curtis, Clean New York Policy Director
- Andy Darrell, Vice President and New York Regional Director, Environmental Defense Fund (EDF)
- Kim Elliman, CEO, Open Space Institute and Vice Chairman, Geraldine R. Dodge Foundation
- Paul J. Elston, President, Riverside South Planning Corporation
- Roger Gray, Executive Committee member and former Chair, Sierra Club Hudson Mohawk Group
- The Rev. Fletcher Harper, Executive Director, Greenfaith: Interfaith Partners in Action for the Earth
- Rhea Jezer, Sierra Club, Political Chair and Senior Lecturer, Cazenovia College
- Peter Kasabach, Executive Director, New Jersey Future
- Susan Kraham, Esq., Columbia University Law School, Environmental Law Clinic, former Professor, Rutgers Environmental Law Clinic and Counsel, New Jersey Audubon Society
- Julia LeMense, Esq., Executive Director, Eastern Environmental Law Center
- Ed Lloyd, Columbia Law School Professor of Environmental Law, former Rutgers Law School professor, former head of the Eastern Environmental Law Center
- Aaron Mair, President and Founder, Arbor Hill Environmental Justice Corporation and W. Haywood Burns Environmental Education Center
- Vernice Miller-Travis, co-founder of WE ACT for Environmental Justice (West Harlem Environmental Justice Alliance) and Vice Chair, Maryland State Commission on Environmental Justice and Sustainable Communities
- Esteban Mujica-Cotto, Esq., Former President, Puerto Rico Environmental Quality Board
- Abel Vale Nieves, President, Ciudadanos del Karso
- Carlos Padin-Bibiloni, Former Secretary, Puerto Rico Department of Natural and Environmental Resources
- Rosa Hilda Ramos, 2008 Goldman Prize Winner, Founder, Comunidades Unidas Contra la Contaminación
- Norreida Reyes, Conservation Director, Sierra Club, Atlantic Chapter
- Luís Jorge Rivera Herrera, Environmental Scientist, Iniciativa para un Desarrollo Sustentable

- Santos Rohena-Betancourt, Former President, Puerto Rico Environmental Quality Board, Former Secretary, Puerto Rico Department of Natural and Environmental Resources
- Nicky Sheats, Esq., Ph.D, New Jersey Environmental Justice Alliance board member, Director, Center for the Urban Environment, Thomas Edison State College
- Peggy Shepard, Executive Director, WE ACT for Environmental Justice
- Kate Slevin, Executive Director, Tri-State Transportation Campaign
- Eric Stiles, New Jersey Audubon Society, Vice President for Conservation and Stewardship
- Jim Tripp, EDF General Counsel
- Richard Webster, Esq., Eastern Environmental Law Center, Legal Director
- Paul S. White, Executive Director, Transportation Alternatives
- Beverly Wright, Ph.D., Deep South Center for Environmental Justice Executive Director
- Bob Yaro, Executive Director, Regional Plan Association
- Elizabeth Yeampierre, Executive Director, UPROSE

Business Leaders:

- Business Council of New York State
- Corning, Inc.
- General Contractors Association of NYS
- Eckardt (Chris) Beck, Managing Partner, Synapse Partners LLC and former EPA Region 2 Administrator
- Kevin Corbett, DMJM Harris, former COO of Empire State Development Corporation (ESDC)
- Steve Levy, Managing Director, Sprague Energy
- John and Wendy Neu, Hugo Neu Corporation
- Gail S. Port, Environmental Attorney and NYS Environmental Board member, former Chair, NYS Bar Association, Environmental Law Sector
- Jonathan F.P. Rose, President, Jonathan Rose Companies LLC
- Daniel R. Tishman, Chairman and CEO, Tishman Construction Corporation
- Christopher O. Ward, Port Authority of NY and NJ Executive Director
- Chuck Warren, Partner, Kramer Levin Naftalis & Frankel, former EPA Regional Administrator for Region 2, and Chairman Emeritus, New York League of Conservation Voters

Labor Community:

- Change-To-Win, a coalition of seven major labor unions representing six million workers
- International Brotherhood of Teamsters (IBT)
- Laborers' International Union of North America (LIUNA)
- Service Employees International Union (SEIU)
- United Farm Workers of America (UFW)
- United Food and Commercial Workers International Union (UFCW)
- UNITE HERE

List in formation and current as of June 12, 2009; organizations listed for identification purposes only

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 3:22:33 PM
Subject: Fw: Updated TPs: American Recovery and Reinvestment Act

FYI

Diane E. Thompson

Chief of Staff

U. S. Environmental Protection Agency

202-564-6999

----- Forwarded by Diane Thompson/DC/USEPA/US on 07/20/2009 11:22 AM -----

From: "Milakofsky, Benjamin E." <[Personal Privacy]>
To: "Lu, Christopher P." <[Personal Privacy]> "Smith, Elizabeth S." <[Personal Privacy]> "Kimball, Astri B." <[Personal Privacy]> "Hurlbut, Brandon K." <[Personal Privacy]> "French, Michael J." <[Personal Privacy]> "Milakofsky, Benjamin E." <[Personal Privacy]>
Date: 07/20/2009 11:15 AM
Subject: Updated TPs: American Recovery and Reinvestment Act

Dear Chiefs of Staff,

Please see the updated talking points on the Recovery Act.

--Cabinet Affairs

American Recovery and Reinvestment Act

Talking Points

Greatest Economic Crisis in a Generation

When President Obama took office, we were facing the greatest economic crisis in a generation and the economy was on the precipice of a second depression or great recession.

- The economy that was losing, on average, 700,000 jobs a month.
- The growth rate had hit negative 6.3 percent – the worst since the 1982 recession.
- Foreclosures were at record levels and residential investment had fallen by more than 40 percent in just eighteen months.
- Banks were in crisis and freezing lending.
- And nearly \$10 trillion in wealth had been lost in the stock market which was on a steady downward spiral.

Creating Stability, Helping Those Harmed

In less than 150 days, the Recovery Act – along with our other economic initiatives – has worked to stabilize economic conditions and help those harmed by the economic crisis.

We are not in recovery yet - but we have created the stability necessary to get us there.

Our economic problems are years in the making and they won't be solved overnight – but the Recovery Act has helped pull us back from the brink and avoid the peril that could have befallen us.

We acted quickly, moving assistance to hard-hit families, businesses and state governments to help those harmed by the recession immediately after the Recovery Act was signed.

Now, because of the Recovery Act:

- Ninety-five percent of working families are already seeing the benefits of the Making Work Pay tax credit in their paychecks.
- Those dealing with a job loss are collecting an extra \$25 a week in unemployment benefits – assistance more than 12 million Americans have already benefited from.
- Families relying on COBRA health insurance are paying 65 percent less for their health coverage.
- Families qualifying for food assistance through the Supplemental Nutrition Assistance Program (SNAP) have seen their benefits increase by over 13 percent.
- Over fifty-one million seniors, as well as veterans and other high-need groups, have received \$250 relief payments in the mail.
- More than 7 million low and moderate-income students will receive a 15 percent increase in their Pell Grant awards to help pay for college.
- State governments have received over \$23 billion in additional Medicaid funds at a time when they are facing record budget shortfalls.
- And tens of thousands of teachers, law enforcement officials and firefighters are staying on the job at our schools, police stations and firehouses because of the billions of dollars in Recovery Act assistance we moved to state and local governments.

Creating and Saving Jobs

The Recovery Act is working to stem job losses and rebuild our economic base.

We are losing fewer jobs than we were before the Recovery Act was signed.

In January, the month before the Recovery Act was signed into law, the economy lost 741,000 jobs – the largest job loss in a single month in over half a century.

By June, the economy was losing one-third fewer jobs than it was at the start of the year.

Countless businesses – both small and large – have said they have avoided layoffs thanks to the Recovery Act.

And the significant technology and infrastructure investments we are making today are not just creating jobs now, but laying the groundwork for our economic growth in the future.

Less than 150 days in, more than 38,000 Recovery Act projects - ranging from community health center expansions to military facility upgrades to transportation construction jobs - have already been approved.

More than \$20 billion has been made available to fund over 6,000 shovel-ready transportation construction projects – over 2,500 of which are already underway.

Over \$369 million has been put to work improving rural water systems.

\$2 billion has moved out to state governments and community organizations to fund weatherization programs that improve the energy-efficiency of low-income homes.

Nearly half a billion is funding long-overdue clean-ups of Superfund sites.

These projects not only create jobs directly through contractors receiving awards, but also create a ripple effect across the entire construction industry as demand for supplies and services increases.

Smart and Accountable Spending

We are not just working quickly to put Recovery dollars to work, but spending them wisely.

We have already approved over 38,000 Recovery Act projects - while still subjecting every dollar of Recovery Act spending to unprecedented standards for efficiency and accountability.

Wasteful or unwise projects are rooted out and rejected up front.

Not a single Recovery Act project is funded as a result of an earmark or political considerations.

Recovery Act projects are coming in as much as 10, 20 – even 30 – percent under-budget, which means more money available to fund more projects that put more people back to work.

And Recovery.gov, the one-stop shop where the public can see how Recovery dollars are being put to work is updated weekly with the latest spending information.

In fact, our critics are able to crunch the latest numbers and investigate our work precisely because of the historic level of information available to the public on the site.

Right On-Schedule

We're right on-schedule – and in many cases, we're ahead of schedule – when it comes to putting Recovery Act funds to work creating jobs, aiding states and jump-starting shovel-ready projects.

In fact, economic and budget expert Stan Collender recently noted that “it would be hard to move more quickly.” Our efforts are unfolding exactly as planned.

We originally said we would spend 70 percent of the funds by September 2010 – and we’re on-track to do exactly that.

So far, about 28 percent of the funds have been put to work in about 24 percent of the days of the Recovery Act. Of the \$499 billion in Recovery Act spending, over \$183 billion has already been obligated to programs and projects.

We have been putting Recovery dollars to work at a rate of over \$1 billion a day.

Of the \$288 billion in Recovery Act tax relief, over \$43 billion has already been applied.

And when it comes to two critical priorities – moving aid to states and jump-starting shovel-ready projects that create jobs – we are actually ahead of schedule:

Highway Projects - The Recovery Act set an ambitious benchmark that all states had to put at least 50 percent of their highway dollars to work in just 120 days. Every state not only met that goal, but exceeded it by at least 10 days.

Aid to States - At a time when states are facing record budget shortfalls, the Government Accountability Office (GAO), Congress’s watchdog, noted that Recovery Act funds are moving to states “faster than anticipated.”

Just Getting Started

We’ve made a lot of progress less than 150 days in – but we’re just getting started.

We had always hoped that we would be able to lay the groundwork in the first 100 days to ramp up our efforts in the second – and now we’re doing exactly that.

Last month, the President and Vice President announced 10 major Recovery Act projects that are starting across the country over the summer including:

Rehabilitation and improvement projects at 98 airports and over 1,500 highway locations

Improvements to 90 veterans medical centers in 38 states

Construction of 200 new waste and water systems in rural communities

2,300 construction and rehabilitation projects at 359 military facilities

Billions of dollars of grant programs established in the first phase of the Recovery Act are now starting to award funds to businesses, local governments and community organizations.

EPA will soon award nearly \$300 million in contracts to communities in 12 states throughout the country for everything from the cleanup of abandoned industrial sites, to the securing of clean drinking water reservoirs.

Nearly \$3 billion in grants to jumpstart the manufacture of electric vehicle batteries and other next generation energy-efficient cars, including \$300 million to city and county coalitions to green their fleets, will be awarded later this summer.

Billion dollars in Community Development Block Grants are heading out the door to local government and community organizations over the next three months.

At the end of the summer, we will start awarding over \$15 billion in grant funds for three visionary Recovery Act programs – broadband, high speed rail and smart grid – that will not just create jobs now, but shape America’s economy in the 21st century.

And while we made steady progress putting funds to work in the first half of this calendar year, we plan to put approximately double that amount to work in the second half of the year.

No Turning Back

Because of our efforts, the economy has stabilized and we are beginning to see some early signs of progress – but we are not out of the woods yet.

Unfortunately, the same critics who wanted to do nothing as we teetered on the edge of a depression or a great recession now want to undo the work we have done.

But the risk of reversing course now remains high and the greatest mistake we could make is to let up now.

We’re still far too close to the economic precipice we faced just a short time ago.

Our economic challenges are the result of years of deferred problems and it’s not going to be enough to just begin to rescue the economy – we need to rebuild it better.

The road to recovery is long, but with every Recovery dollar we spend and project we start, we are one step closer to getting there.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 4:13:43 PM
Subject: Lisa/David/Seth Internal Announcement

Administrator,

Below is a draft for your review --- to go out today from you via email -- announcing Lisa, David and me as Associate Administrators.

You will note that at the end we include a specific note of thanks for Marica and Joyce, for their working as "acting" AAs. I also developed some language to include there about Allyn and Arvin (and Sarah, if you are to mention Arvin), given the respective roles they have played. However, the feeling was that they were not "acting" AAs and that it then becomes too much and too many names.

I mention this in the event you feel otherwise and want to look at that language.

Seth

Administrator Lisa P. Jackson
Mailer on Appointments
July 27, 2009

Colleagues:

I would like to share news of three key appointments to the senior staff at EPA: Lisa Heinzerling, who has been named Associate Administrator for the Office of Policy, Economics and Innovation (OPEI); David McIntosh, who has been appointed as Associate Administrator for the Office of Congressional and Intergovernmental Relations (OCIR); and Seth Oster, who recently assumed the position of Associate Administrator for the Office of Public Affairs (OPA).

I am extremely pleased that Lisa, David and Seth have accepted these appointments. They each bring extraordinary experience and expertise to their respective positions and will play integral roles in working with me and the rest of the EPA's senior management in helping to move our agenda forward. All three appointments are effective immediately.

Lisa has spent the past months as my chief advisor on climate issues, helping move our efforts forward at a critical time. At OPEI, Lisa will bring her considerable experience in both policy and academics to bear on solving some of our most pressing challenges, and she will continue to play a role advising me on climate matters.

David has spent the past months working as a principal advisor to me on legislative climate issues, and now assumes overall responsibility for our government relations at the national, state and local levels. He has an extensive background on Capitol Hill and on environmental and energy issues generally. He will be an enormous asset, particularly with the legislative agenda before us now and going forward.

Seth brings to the EPA and the Office of Public Affairs broad experience from both inside and outside of government. In directing the work of OPA, he will play a vital role in leading our efforts to reach out to new communities and consistencies, promoting environmental education initiatives and generating public

support for EPA's mission.

As we welcome Lisa, David and Seth, I also want to note – with gratitude – the work of several others. In particular, Marcia Mulkey and Joyce Frank have skillfully managed OPEI and OCIR, respectively, as Acting Associate Administrators. Their efforts, and those of many others within the Office of the Administrator, have greatly facilitated our transition and ably supported the agency's accomplishments during these first six months.

Again, congratulations and thanks to Lisa, David and Seth. Please join me in welcoming them.

Sincerely,
Lisa P. Jackson

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 4:37:35 PM
Subject: Re: Lisa/David/Seth Internal Announcement

Done - I've changed the Lisa section, per your edits below, and I will work with Aaron to get this out under your name later this afternoon. I've already shown David and am now going to do the same with Lisa.

Seth

Seth Oster
Associate Administrator
Office of Public Affairs
Environmental Protection Agency
(202) 564-1918
oster.seth@epa.gov

From: Richard Windsor/DC/USEPA/US
To: Seth Oster/DC/USEPA/US@EPA
Cc: Diane Thompson/DC/USEPA/US@EPA
Date: 07/20/2009 12:28 PM
Subject: Re: Lisa/David/Seth Internal Announcement

I think the announcement looks good with 1 potential change. If OK with both of you, I would change the phrase to "Lisa will bring her considerable experience and intellect to bear on solving some of our most pressing environmental and economic challenges. She will also continue to play a role advising me on climate matters."

Lisa and David should approve the announcements before they go out.

In terms of folks who need to get a heads up -

Would be good to give Christophe Toulou a heads up re OPEI. Also Sen Carper had been advocating for Christophe so would be kind to let his CoS know too.

----- Original Message -----

From: Seth Oster
Sent: 07/20/2009 12:13 PM EDT
To: Richard Windsor
Cc: Diane Thompson
Subject: Lisa/David/Seth Internal Announcement
Administrator,

Below is a draft for your review --- to go out today from you via email -- announcing Lisa, David and me as Associate Administrators.

You will note that at the end we include a specific note of thanks for Marica and Joyce, for their working as "acting" AAs. I also developed some language to include there about Allyn and Arvin (and Sarah, if you are to mention Arvin), given the respective roles they have played. However, the feeling was that they were not "acting" AAs and that it then becomes too much and too many names.

I mention this in the event you feel otherwise and want to look at that language.

Seth

Administrator Lisa P. Jackson
Mailer on Appointments
July 27, 2009

Colleagues:

I would like to share news of three key appointments to the senior staff at EPA: Lisa Heinzerling, who has been named Associate Administrator for the Office of Policy, Economics and Innovation (OPEI); David McIntosh, who has been appointed as Associate Administrator for the Office of Congressional and Intergovernmental Relations (OCIR); and Seth Oster, who recently assumed the position of Associate Administrator for the Office of Public Affairs (OPA).

I am extremely pleased that Lisa, David and Seth have accepted these appointments. They each bring extraordinary experience and expertise to their respective positions and will play integral roles in working with me and the rest of the EPA's senior management in helping to move our agenda forward. All three appointments are effective immediately.

Lisa has spent the past months as my chief advisor on climate issues, helping move our efforts forward at a critical time. At OPEI, Lisa will bring her considerable experience in both policy and academics to bear on solving some of our most pressing challenges, and she will continue to play a role advising me on climate matters.

David has spent the past months working as a principal advisor to me on legislative climate issues, and now assumes overall responsibility for our government relations at the national, state and local levels. He has an extensive background on Capitol Hill and on environmental and energy issues generally. He will be an enormous asset, particularly with the legislative agenda before us now and going forward.

Seth brings to the EPA and the Office of Public Affairs broad experience from both inside and outside of government. In directing the work of OPA, he will play a vital role in leading our efforts to reach out to new communities and consistencies, promoting environmental education initiatives and generating public support for EPA's mission.

As we welcome Lisa, David and Seth, I also want to note – with gratitude – the work of several others. In particular, Marcia Mulkey and Joyce Frank have skillfully managed OPEI and OCIR, respectively, as Acting Associate Administrators. Their efforts, and those of many others within the Office of the Administrator, have greatly facilitated our transition and ably supported the agency's accomplishments during these first six months.

Again, congratulations and thanks to Lisa, David and Seth. Please join me in welcoming them.

Sincerely,
Lisa P. Jackson

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Katharine Gage/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 5:26:26 PM
Subject: Dinner with Solis and Sutley

Administrator,

Would you like to have dinner with Secretary Solis and Nancy Sutley on Thursday, July 23rd? This would be after the off-site budget prep meeting and 2 meetings on the hill (Sens Murkowski and Begich and then Rep. DeGette)

We don't have a restaurant picked out yet.

Also, I received your messages over the weekend and am working on following up on them today.

Thank you- hope the moving is going well,

Kate

To: "Richard Windsor" [Windsor.Richard@epamail.epa.gov]
Cc: "Seth Oster" [oster.seth@epa.gov]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 5:29:59 PM
Subject: Fw: Fatality at TVA site

FYI, construction accident related to clean-up. One fatality but seemingly no other injuries.

----- Original Message -----

From: Mathy Stanislaus

Sent: 07/20/2009 12:44 PM EDT

To: Jennifer Wilbur; Diane Thompson; "Sussman Bob" <sussman.bob@epa.gov>

Subject: Fatality at TVA site

I just got a call from Franklin Hill, Region 4 DD. He told me a contractor was killed during some off loading of pipes. I will pass on additional details as I get them.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Katharine Gage/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 7:04:36 PM
Subject: Re: Dinner with Solis and Sutley

I will let their schedulers know the address. What time should they arrive?

Also, for the Tampa trip, can you let me know where you would like fly out of on August 6th and where you would like to fly back to on the 7th if not DC?

Thank you- sorry to bother on your day off!

Kate

From: Richard Windsor/DC/USEPA/US
To: Katharine Gage/DC/USEPA/US@EPA
Date: 07/20/2009 01:42 PM
Subject: Re: Dinner with Solis and Sutley

Alls well. I will have Nancy and the Secretary over to my new house for dinner on the 23rd.

Personal Privacy

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To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: "Bob Sussman" [Sussman.bob@epa.gov]; Diane Thompson" [thompson.diane@epa.gov]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 7:42:49 PM
Subject: Budget Decisions - follow up questions
[agenda2011forum72309.doc](#)
[Contract Spending 2007- 2009 \(excl reim\).xls](#)
[Travel Detail Statistics 2004 thru 2009a v2.xls](#)
[TRAVEL FACT SHEET.doc](#)

Hi Lisa - Thanks again for the earlier input. We are incorporating your thoughts and reactions. A few issues from your note and our meeting with OCFO this morning.

Deliberative

I'm probably giving you more than you can process on a day like this, but any impressions you have would be welcomed.

Cheers,
Scott

From: Richard Windsor/DC/USEPA/US
To: "Scott Fulton" <Fulton.Scott@epamail.epa.gov>, "Diane Thompson" <thompson.diane@epa.gov>, "Bob Sussman" <Sussman.bob@epa.gov>
Date: 07/20/2009 08:07 AM
Subject: Budget Decisions

Deliberative

Deliberative

Hope this helps.

Lisa

2011 EPA Senior Leadership Meeting Agenda
American Institute of Architects
1735 New York Avenue, N.W.
Washington, D.C.
Thursday, July 23, 2009
8:30 a.m. – 3:00 p.m.

<u>Time</u>	<u>Topic</u>	<u>Lead</u>
8:15 a.m. - 8:30 a.m.	Registration/Lunch Payment	OCFO
8:30 a.m. – 9:00 a.m.	Welcome & Introductory Remarks	Administrator Jackson
9:00 a.m. – 9:30 a.m.	Approach and Considerations for FY 2011 Budget Decisions (Includes Introduction of High Priority Performance Goals)	Scott Fulton, Acting Deputy Administrator
9:30 a.m. – 10:15 a.m.	Presentation of Investment Proposals	Process Owners and Collaborators
10:15 a.m. – 10:30 a.m.	BREAK	
10:30 a.m. – 11:15 a.m.	Group Discussion of Investment Proposals	Group
11:15 a.m. – 11:30 a.m.	Introduction to Disinvestment Discussion	Scott Fulton, Acting Deputy Administrator
11:30 a.m. – 12:15 p.m.	Reactions to Disinvestment Proposals	Group
12:15 p.m. – 12:30 p.m.	Introduce Breakout Session Topics: <ul style="list-style-type: none"> • Green Travel and Conferencing • Regional Centers of Excellence • User Fees • Alignment with States and Tribes 	Scott Fulton, Acting Deputy Administrator
12:30 p.m. – 1:45 p.m.	Working Lunch** with Breakout Group Discussions	Breakout Groups
1:45 p.m. – 2:00 p.m.	Break	
2:00 p.m. – 2:45 p.m.	Reports from Breakout Groups	Breakout Group Spokespersons
2:45 p.m. – 3:00 p.m.	Concluding Remarks	Scott Fulton, Acting Deputy Administrator

2011 EPA Senior Leadership Meeting Agenda
American Institute of Architects
1735 New York Avenue, N.W.
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Thursday, July 23, 2009
8:30 a.m. – 3:00 p.m.

** Cost of Lunch is \$20 per person. Headquarters participants must provide cash at the time of registration. Regional participants will not have to pay \$20, but then must not claim lunch on their travel vouchers.

DRAFT

TRAVEL FACT SHEET

Travel budgets were established at the Office level years ago. Over time, different organizations have done reviews and made modifications to the travel allocations and amounts based on program needs.

As a general rule, travel allocations are carried forward year to year.

During the President's Budget formulation, when additional travel funds are provided for a specific project, the NPM, in coordination with the Regions, determines the allocation for HQ and Regions.

In the 2010 President's Budget, additional travel funds were provided to the Regions due to the significant increase in fuel costs and contract airfares.

Travel is allocated in most cases to specific Divisions. For example, the travel in Enforcement goes to the Enforcement Division. There are some cross cutting divisions that get travel funds from multiple places.

Individual organizations manage allocations internally and make adjustments as appropriate. For example, if a division has repeatedly not used funds in a particular program, they may move that allocation to another division. A couple times a year they review the status of travel funds and make adjustments as needed.

Some offices also hold a fiduciary reserve to fund unanticipated needs.

Creating a centralized reserve for Centers of Excellence is not a problem but we would need to consider how best to manage the distribution of the travel dollars. For example, we would not want to approve individual travel authorizations.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Katharine Gage/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 8:41:11 PM
Subject: Re: Dinner with Solis and Sutley

Copy that. I will let Shahara know and determine a meeting point for 715pm
I will tell Lu's office about tonight.

Thank you

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Let me know, Thank you!

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From: CN=Katharine Gage/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 7:59:17 PM
Subject: Re: Dinner with Solis and Sutley

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Will do- I'll keep you posted.

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To: Katharine Gage
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WAIT - one more idea cuz I'm exhausted. Here is my other idea. Can you probe with Shahara if she would not be too upset if she and I had dinner at the Terrace Dining Room at 6 pm and I skipped the musical and she got someone else. ? Be gentle. :)

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From: CN=Lisa Heinzerling/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 9:20:36 PM
Subject: Re: interagency processes

All fine, thanks. My only disappointment is leaving HFCs process just when it's about to bear fruit (USG is likely to approve proposing an amendment to add HFCs to Montreal Protocol, I learned Friday afternoon). But the important thing is the result!

----- Original Message -----

From: Richard Windsor
Sent: 07/19/2009 10:27 PM EDT
To: Lisa Heinzerling
Subject: Re: interagency processes
HFCs - yes Gina. Let me know if any complications.

Adaptation - better keep for now. We need cross-agency thinking and coordination.

Transmission - Cindy Giles (as political lead for Bob Hargrove?). All I can come up with. Bob P may have an idea when he gets in.

Tx, Lisa

----- Original Message -----

From: Lisa Heinzerling
Sent: 07/16/2009 02:20 PM EDT
To: Richard Windsor
Subject: interagency processes
I meant to bring up participation in interagency processes at this morning's meeting, but I forgot; sorry. Several interagency processes are moving along, so I thought I'd ask for your take on them now.

Here are the processes:

HFCs and Montreal Protocol: You mentioned that Gina would like to take this from here. Should I make that so? I can contact her and bring her up to speed on where the process stands and fill her in on the dynamics of the process to date.

Adaptation: You had taken this off of the list of interagency processes I should participate in, but had not indicated who should participate instead. I'm thinking perhaps Michelle? If so, I'd be happy to do the same for her on this as for Gina on HFCs. Note: there is an interagency meeting on this next week, before Michelle arrives. I could attend that and fill Michelle in on the meeting when she gets here.

Transmission: There are two interagency processes underway on transmission, one a CEQ-led process on developing broad Administration positions on improving transmission capacity and one a more limited process on an interagency MOU on transmission. The pace of meetings has sped up a bit on this. I've been going to the meetings just so that EPA has some representation at them. I do not have any particular expertise to offer or personal investment in continuing to participate. Do you suppose this might be something that would interest Bob P.? Or is there someone else you have in mind?

Thanks in advance for any guidance you can offer.

Good luck with the move!!

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Lisa Heinzerling/OU=DC/O=USEPA/C=US
Sent: Mon 7/20/2009 9:51:03 PM
Subject: Re: interagency processes

Ok!

----- Original Message -----

From: Richard Windsor
Sent: 07/20/2009 05:23 PM EDT
To: Lisa Heinzerling
Subject: Re: interagency processes
So maybe you can work w Gina on it, right?

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From: CN=Katharine Gage/OU=DC/O=USEPA/C=US
Sent: Tue 7/21/2009 12:21:15 AM
Subject: Re: Dinner with Solis and Sutley

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From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Tue 7/21/2009 3:28:44 AM
Subject: Fw: E and C paper
[enery and climate initiative paper sf edits clean.doc](#)
[enery and climate initiative paper sf edits.doc](#)

Deliberative

----- Original Message -----

From: Gina McCarthy
Sent: 07/20/2009 07:10 PM EDT
To: Scott Fulton
Cc: Bob Sussman
Subject: Re: E and C paper

Scott - thanks for sharing and making it a stronger and more articulate proposal. I can and will fully support it.

Deliberative

Thanks again.

From: Scott Fulton/DC/USEPA/US
To: Gina McCarthy/DC/USEPA/US@EPA, Bob Sussman/DC/USEPA/US@EPA
Date: 07/20/2009 05:13 PM
Subject: E and C paper

Hi Gina and Bob: I am attaching my recut of the E and C piece. It attempts to paint the broader picture,

but, in so-doing, has become more cumbersome. Another bit of awkwardness relates to funding levels. While the \$40 M number no longer holds particular relevance, as you will see, I decided to keep some of the info related to that funding level in -- for illustrative purposes. While I still have some questions regarding whether it makes sense to move waste min ahead of the rest of the voluntary work, I think this version is faithful to LPJ's desired approach. We're about out of time, but feel free to offer comments/edits (comments in the form of edits would be easiest to work with).

I am attaching both my mark-up from Gina's earlier version and a clean version. Suggest you look at the clean version.

Cheers,
Scott

Investment Proposal

Proposal Title: Meeting the Clean Energy and Climate Change 2020 Challenge

Investment Level: tbd

Process Owner: Gina McCarthy

Program Description:

EPA has a key leadership role to play in moving the country towards the President's vision for a low carbon economy. In some circumstances we are called to contribute to that vision through the development of regulatory tools. But, ultimately, we know that regulation alone is unlikely to secure the societal transformation that is needed. Accordingly, we also need to harness the creative energy in our voluntary programs and project those programs towards the energy and climate challenge to the maximum extent possible. Further, EPA needs to model the behaviors that will be needed from the country at large, leading by example.

It will take decades to develop sufficient clean, renewable energy supplies to shift away from our current reliance on fossil fuels, but EPA has made great strides in cleaning our nation's energy generators and fuels, modernizing the engines that power our vehicles and equipment, encouraging energy conservation and efficiency, and helping to build more sustainable communities. This is the foundation upon which we must build.

Comprehensive energy and climate legislation is both welcome and necessary, and will influence the path of the Agency's work in this area. Regardless of the success of energy legislation, however, actions are needed in near term to pave the way for the next steps in the transition to a clean energy future ("The 2020 Challenge").

Deliberative

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Deliberative

Key Activities and Expected Results (assuming an investment at the Deliberative level):

Deliberative

Deliberative

Performance Measures:

Deliberative

Deliberative

Key Partners:

Deliberative

To: CN=Eric Wachter/OU=DC/O=USEPA/C=US@EPA;CN=Michael Moats/OU=DC/O=USEPA/C=US@EPA[]; N=Michael Moats/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
Bcc: CN=Richard Windsor/OU=DC/O=USEPA/C=US[]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Tue 7/21/2009 12:09:01 PM
Subject: Suggested revisions to DOJ speech
20090721 DOJ 100th sf edits.doc

Investment Proposal

Proposal Title: Meeting the Clean Energy and Climate Change 2020 Challenge

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Performance Measures:

Deliberative

Deliberative

Key Partners:

Deliberative

To: All EPA Employees[]
From: Message from the Administrator
Sent: Tue 7/21/2009 3:02:07 PM
Subject: Announcement of new Associate Administrators

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Hotspot

This message is being sent to all EPA Employees.

Please do not reply to this mass mailing.

(embedded image)

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MEMORANDUM

SUBJECT: Announcement of new Associate Administrators

FROM: Administrator Lisa P. Jackson

TO: All EPA Employees

I would like to share news of three key appointments to the senior staff at EPA: Lisa Heinzerling, who has been named Associate Administrator for the Office of Policy, Economics and Innovation (OPEI); David McIntosh, who has been appointed as Associate Administrator for the Office of Congressional and Intergovernmental Relations (OCIR); and Seth Oster, who recently assumed the position of Associate Administrator for the Office of Public Affairs (OPA).

I am extremely pleased that Lisa, David and Seth have accepted these appointments. They each bring extraordinary experience and expertise to their respective positions and will play integral roles in working with me and the rest of the EPA's senior management in helping to move our agenda forward. All three appointments are effective immediately.

Lisa has spent the past months as my chief advisor on climate issues, helping move our efforts forward at a critical time. At OPEI, Lisa will bring her considerable experience and intellect to bear on solving some of our most pressing environmental and economic challenges. She will also continue to play a role advising me on climate matters.

David has spent the past months working as a principal advisor to me on legislative climate issues, and now assumes overall responsibility for our government relations at the national, state and local levels. He has an extensive background on Capitol Hill and on environmental and energy issues generally. He will be an enormous asset, particularly with the legislative agenda before us now and going forward.

Seth brings to the EPA and the Office of Public Affairs broad experience from both inside and outside of government. In directing the work of OPA, he will play a vital role in leading our efforts to reach out to new communities and consistencies, promoting environmental education initiatives and generating public support for EPA's mission.

As we welcome Lisa, David and Seth, I also want to note – with gratitude – the work of several others. In particular, Marcia Mulkey and Joyce Frank have skillfully managed OPEI and OCIR, respectively, as Acting Associate Administrators. Their efforts, and those of many others within the Office of the Administrator, have greatly facilitated our transition and ably supported the agency's accomplishments during these first six months.

Again, congratulations and thanks to Lisa, David and Seth. Please join me in welcoming them.

Sincerely,
Lisa P. Jackson

	2004	2005	2006	2007	2008	2009 extrapolated***	2009 (actual as of July 14)
EPA travel count FY2004 - FY2009							
Regional travel count	45,768	45,846	44,734	42,549	42,173	39,000	30,667
HQ travel count	35,952	36,493	35,572	34,090	32,743	31,000	24,406
Total count	81,720	82,339	80,306	76,639	74,916	70,000	55,073
EPA travel spending FY2004 - FY2009 (excludes Recovery Act spending, \$ in thousands)							
Regional travel spending	\$21,167	\$23,021	\$27,270	\$22,572	\$23,064	\$22,000	\$17,582
HQ travel spending	\$31,768	\$30,508	\$31,598	\$31,451	\$33,914	\$31,000	\$24,611
Total spending	\$52,936	\$53,529	\$58,868	\$54,023	\$56,978	\$53,000	\$42,193

*Source BAS: Actual Obligations in Budget Object Class 21

**\$255.9K spent on Recovery Act in 2009

***2009 data extrapolated to end of year

Data show that the number of trips has declined while travel spending has remained relatively constant, indicating that travel costs have gone up.

EPA travel count FY04 - FY09

Division	2004	2005	2006	2007	2008	2009 (as of 7/14/09)
Region 01	2,564	3,451	3,055	2,616	2,544	1,744
Region 02	3,237	3,735	3,635	2,973	3,182	2,433
Region 03	6,393	5,604	5,402	5,697	5,657	4,287
Region 04	7,043	6,527	6,542	6,166	6,147	4,373
Region 05	6,151	6,042	5,642	5,314	5,825	4,260
Region 06	5,172	5,082	5,435	4,915	4,577	3,388
Region 07	3,205	3,125	2,980	3,128	2,919	2,360
Region 08	3,147	3,015	2,940	2,780	2,811	1,896
Region 09	5,315	5,516	5,404	5,533	4,943	3,501
Region 10	3,541	3,749	3,699	3,427	3,568	2,425
<i>Regional travel count total</i>	<i>45,768</i>	<i>45,846</i>	<i>44,734</i>	<i>42,549</i>	<i>42,173</i>	<i>30,667</i>
Office of the Administrator	2,165	2,496	2,725	2,646	2,417	1,765
Office of International Activities	387	368	292	359	223	176
Office of Administration and Resources Management	2,015	1,911	1,811	1,699	1,700	1,375
Office of the Chief Financial Officer	488	480	458	489	613	466
Office of Environmental Information	1,629	1,552	1,559	1,486	1,357	917
OPPTS	1,992	1,970	1,754	1,871	1,720	1,423
ORD	8,641	8,790	8,327	8,140	7,832	5,614
Office of Air and Radiation	4,932	5,065	4,635	4,587	4,325	3,406
Office of Water	2,609	2,747	2,733	2,681	2,972	2,009
Office of the Inspector General	2,841	2,685	2,184	1,608	1,568	1,246
Office of General Counsel	355	456	413	458	389	191
OSWER	3,316	3,374	3,595	3,403	3,252	2,345
OECA	4,582	4,599	5,086	4,663	4,375	3,473
<i>HQ travel count total</i>	<i>35,952</i>	<i>36,493</i>	<i>35,572</i>	<i>34,090</i>	<i>32,743</i>	<i>24,406</i>
Total travel count	81,720	82,339	80,306	76,639	74,916	55,073

EPA travel spending FY04 - FY09 (excludes Recovery Act spending, \$ in thousands)

RPIO	2004	2005	2006	2007	2008	2009 (as of 7/14/09)
REGION 1, Boston	\$1,253	\$1,363	\$1,153	\$1,513	\$1,451	\$867
REGION 2, New York	\$2,013	\$2,136	\$1,974	\$1,989	\$2,110	\$1,372
REGION 3, Philadelphia	\$1,957	\$2,175	\$2,126	\$2,248	\$2,339	\$1,532
REGION 4, Atlanta	\$2,693	\$3,025	\$3,437	\$2,530	\$2,683	\$2,244
REGION 5, Chicago	\$3,126	\$3,148	\$3,345	\$3,089	\$3,253	\$2,504
REGION 6, Dallas	\$2,368	\$3,356	\$7,051	\$2,891	\$2,767	\$2,560
REGION 7, Kansas City	\$1,324	\$1,285	\$1,525	\$1,468	\$1,560	\$1,300
REGION 8, Denver	\$1,679	\$1,556	\$1,686	\$1,696	\$1,756	\$1,332
REGION 9, San Francisco	\$2,644	\$2,767	\$2,920	\$3,049	\$2,982	\$2,280
REGION 10, Seattle	\$2,111	\$2,210	\$2,053	\$2,101	\$2,162	\$1,592
<i>Regional travel subtotal</i>	<i>\$21,167</i>	<i>\$23,021</i>	<i>\$27,270</i>	<i>\$22,572</i>	<i>\$23,064</i>	<i>\$17,582</i>
Office of the Administrator	\$2,509	\$2,252	\$2,538	\$2,326	\$2,531	\$1,765
Office of International Activities	\$1,650	\$1,653	\$1,449	\$1,200	\$1,230	\$635
Office of Administration and Resource Management	\$1,819	\$1,603	\$1,847	\$1,788	\$2,409	\$2,022
Office of the Chief Financial Officer	\$445	\$311	\$724	\$492	\$977	\$547
Office of Environmental Information	\$1,205	\$982	\$1,041	\$1,003	\$1,149	\$830
Office of Prevention, Pesticides, and Toxic Substances	\$2,045	\$1,762	\$1,739	\$1,970	\$2,289	\$1,833
Office of Research and Development	\$6,275	\$6,381	\$6,464	\$7,004	\$7,383	\$5,223
Office of Air and Radiation	\$3,654	\$3,916	\$3,737	\$3,915	\$4,094	\$2,925
Office of Water	\$2,479	\$2,431	\$2,401	\$2,241	\$2,453	\$1,621
Office of the Inspector General	\$2,898	\$2,607	\$2,032	\$1,854	\$1,849	\$1,504
Office of General Counsel	\$306	\$294	\$345	\$324	\$229	\$150
Office of Solid Waste and Emergency Response	\$3,235	\$2,762	\$2,990	\$3,001	\$3,052	\$2,041
Office of Enforcement and Compliance Assurance	\$3,248	\$3,556	\$4,292	\$4,334	\$4,271	\$3,515
<i>HQ travel subtotal</i>	<i>\$31,768</i>	<i>\$30,508</i>	<i>\$31,598</i>	<i>\$31,451</i>	<i>\$33,914</i>	<i>\$24,611</i>
Total travel spending	\$52,936	\$53,529	\$58,868	\$54,023	\$56,978	\$42,193

*Source BAS: Actual Obligations in Budget Object Class 21

**\$255.9K spent on Recovery Act in 2009.

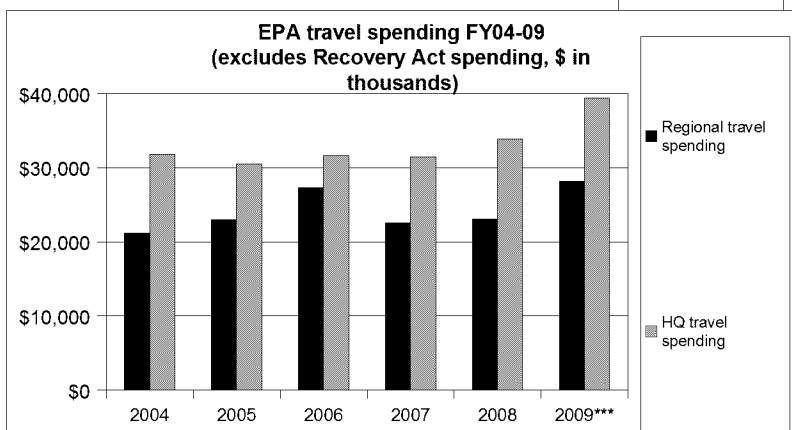
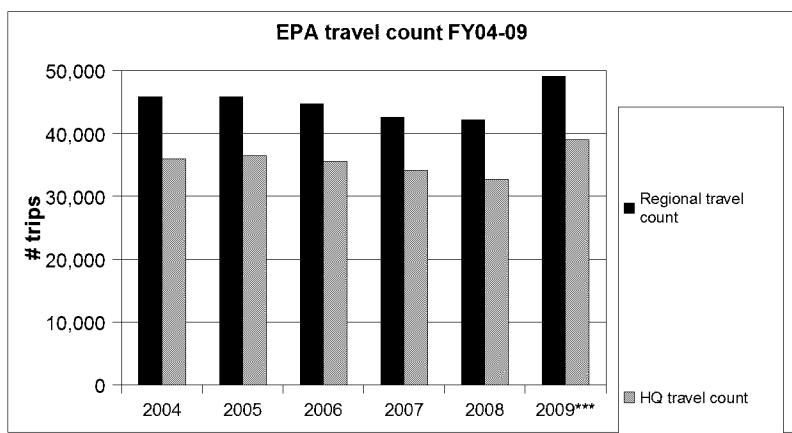
	2004	2005	2006	2007	2008	2009***	2009 (as of July 14)	Average
EPA travel count FY2004 - FY2009								
Regional travel count	45,768	45,846	44,734	42,549	42,173	49,067	30,667	45,023
HQ travel count	35,952	36,493	35,572	34,090	32,743	39,050	24,406	35,650
Total count	81,720	82,339	80,306	76,639	74,916	88,117	55,073	80,673
EPA travel spending FY2004 - FY2009 (excludes Recovery Act spending, \$ in thousands)								
Regional travel spending	\$21,167	\$23,021	\$27,270	\$22,572	\$23,064	\$28,131	\$17,582	24,204
HQ travel spending	\$31,768	\$30,508	\$31,598	\$31,451	\$33,914	\$39,377	\$24,611	33,103
Total spending	\$52,936	\$53,529	\$58,868	\$54,023	\$56,978	\$67,508	\$42,193	57,307

*Source BAS: Actual Obligations in Budget Object Class 21

**\$255.9K spent on Recovery Act in 2009

***2009 data extrapolated to end of year based on data through 7/14

Data show that the number of trips has remained flat while travel spending has increased, indicating that travel costs have gone up.



EPA travel spending FY04 - FY09 (excludes
Recovery Act spending, \$ in thousands)

EPA travel count FY04 - FY09

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\$31,768	\$30,508	\$31,598	\$31,451	\$33,914	\$24,611	← HQ travel subtotal →	35,952	36,493	35,572	34,090	32,743	24,406
\$52,936	\$53,529	\$58,868	\$54,023	\$56,978	\$42,193	← TOTAL →	81,720	82,339	80,306	76,639	74,916	55,073

*Source BAS: Actual Obligations in Budget Object Class 21

**\$255.9K spent on Recovery Act in 2009.

***2009 data as of July 14, 2009

Straw List of Redirections (7/21/2009)

7/21/2009 18:01

CONFIDENTIAL
Internal and Deliberative

OA

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Performance Track												
Innovative Pilot Testing												
Sector Strategies												
Administrative Efficiency												
Deliberative												

OAR

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Sunwise												
Modeling/Monitoring & Technical Assistance Regarding Air Quality Threats Against the United States												
Ozone Multilateral Fund: Montreal Protocol												
Commercial Rad Lab Capacity *												
RadNet Fixed Monitors												
Deliberative												

OARM

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Woodies Building												
Labs 21 conference												
Travel Reductions												
Reduction to contract support for HRM												
Facilities - Space Efficiencies												
Deliberative												

OCFO

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Payroll, Travel, Contracts and WCF												
FSMP												
Deliberative												

EPA-0013430000884-0001

OECA

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Homeland Security Environmental Crime Response Capabilities *												
Sector Grant Program												
National Enforcement Training Institute (NETI)												
Compliance Assistance **												
Compliance Incentives **												

Deliberative

Deliberative

OEI

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Administrative Efficiency (2.0% Reduction off FY 2010 Non-STAG Base)												
HS Communications *												

Deliberative

OPPTS

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Pollution Prevention												
HS Pesticide Licensing *												

Deliberative

ORD

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Administrative Efficiency (2.5% Reduction off FY 2010 Base)												

Deliberative

OSWER

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Superfund Emergency Removal & Homeland Security - Video Conferencing *												
Superfund Federal Facilities												
Superfund Homeland Security Preparedness Program - reduction to emergency response team, preparedness, response and pre-deployments, decontamination, and laboratory preparedness *												
Reduction in Removal resources [Navajo]												
Federal Facilities Data Management Support												
Support for Other Federal Agencies												
Federal Facilities Regional Oversight Contract												
RCRA Corrective Action												
Brownfields Conference												
RCRA Waste Management												
Superfund Remedial Data Management Support												
Superfund Remedial - Contract Efficiencies												

Deliberative

OW

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Water Security Initiative (WSI) ***												
Water Information Sharing Networks ("WaterISAC") ***												

Deliberative

Deliberative

Travel

Program Component	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total	HQ	RT	Total
Travel (15%)												

Deliberative

Total

	FY 2010						Change FY 2011 - FY 2010					
	Dollars in Millions			FTE			Dollars in Millions			FTE		
	HQ	RT	Total	HQ	RT	Total	HQ	RT ⁽¹⁾	Total ⁽¹⁾	HQ	RT ⁽¹⁾	Total ⁽¹⁾

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To: CN=Craig Hooks/OU=DC/O=USEPA/C=US@EPA;CN=Cynthia
 Giles/OU=DC/O=USEPA/C=US@EPA;CN=Gina
 McCarthy/OU=DC/O=USEPA/C=US@EPA;CN=Mathy
 Stanislaus/OU=DC/O=USEPA/C=US@EPA; [Personal Privacy] N=Steve
 Owens/OU=DC/O=USEPA/C=US@EPA[]; N=Cynthia
 Giles/OU=DC/O=USEPA/C=US@EPA;CN=Gina
 McCarthy/OU=DC/O=USEPA/C=US@EPA;CN=Mathy
 Stanislaus/OU=DC/O=USEPA/C=US@EPA; [Personal Privacy] CN=Steve
 Owens/OU=DC/O=USEPA/C=US@EPA[]; N=Gina
 McCarthy/OU=DC/O=USEPA/C=US@EPA;CN=Mathy
 Stanislaus/OU=DC/O=USEPA/C=US@EPA; [Personal Privacy] CN=Steve
 Owens/OU=DC/O=USEPA/C=US@EPA[]; N=Mathy
 Stanislaus/OU=DC/O=USEPA/C=US@EPA; [Personal Privacy] CN=Steve
 Owens/OU=DC/O=USEPA/C=US@EPA[]; [Personal Privacy] CN=Steve
 Owens/OU=DC/O=USEPA/C=US@EPA[]; N=Steve Owens/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Bob Sussman/OU=DC/O=USEPA/C=US@EPA;CN=Diane
 Thompson/OU=DC/O=USEPA/C=US@EPA;CN=Marcia
 Mulkey/OU=DC/O=USEPA/C=US@EPA;CN=Maryann
 Froehlich/OU=DC/O=USEPA/C=US@EPA;CN=Scott
 Fulton/OU=DC/O=USEPA/C=US@EPA;CN=Richard
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 McIntosh/OU=DC/O=USEPA/C=US@EPA;CN=Lisa
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 Froehlich/OU=DC/O=USEPA/C=US@EPA;CN=Scott
 Fulton/OU=DC/O=USEPA/C=US@EPA;CN=Richard
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 Oster/OU=DC/O=USEPA/C=US@EPA;CN=David
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Heinzerling/OU=DC/O=USEPA/C=US@EPA[]; N=David
McIntosh/OU=DC/O=USEPA/C=US@EPA; CN=Lisa
Heinzerling/OU=DC/O=USEPA/C=US@EPA[]; N=Lisa
Heinzerling/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Tue 7/21/2009 10:58:32 PM
Subject: Eyes-Only Deliberative Material - No forwarding or sharing
Straw List of Redirections 7 21 2009 1801.pdf

Hi Folks: There has been a fair amount of movement on the budget since the last time that we spoke, and I wanted to bring you up to speed and preview for you what will be shared with the broader leadership team before and at the Senior Leadership Team (SLT) meeting on the 23rd. This note reflects the Administrator's thoughts, at least this stage of the process. Nothing is yet set in stone, and we understand that additional thoughts and perspectives may need to be brought to bear before we're finished here. Please reserve this message for your own review and do not share it further. Your Deputies (or Deputy stand-ins) will get a packet tomorrow, as will you, that includes the information that will be discussed at the meeting. Here's where we are:

Deliberative

Deliberative

I think that captures the changes. I'm hoping that there are few surprises on this list, but I could be wrong. There are some FTE challenges in the mix here, but I know the Administrator is committed to working through those in a way that is sensible and advances our priorities while protecting the workforce.

Until soon,
Scott

Administrator Lisa P. Jackson
DOJ Environmental and Natural Resources Division
100th Anniversary
July 21, 2009

- Thank you for welcoming me today to the United States' premier lawyer. I myself am a scientist and not a lawyer.
- But I hope I can count on you to keep an open mind nonetheless.

<<P>>

- I may not have worked as a lawyer, but I have, over time, worked with plenty of lawyers. I started my career with EPA as a staff level scientist in the late 80s and worked with the agency for 16 years – much of that time in toxic clean up and enforcement.

- That gave me the opportunity to see first hand some of the work that goes into environmental law.
- I also was able to see the effects that these cases can have on a community. I've worked with families and businesses and others who turned to EPA to help them deal with something that was doing real harm in their communities.
- I know from that experience that it's hard to overestimate the value of the work you do in making those people's lives better.

<<P>>

EPA Leading the Way

- Since I began as Administrator, I've come to a number of gatherings like this. I've spoken with advocates,

officials, and reporters. And each time I've tried to send one very clear message: that EPA is back on the job.

- It's a good message – and one that my 18,000 EPA colleagues across the country have been working hard to prove.
- But I think it's a message that needs to be updated. It's time to take it a step further.
- I'm here to tell you that not only is EPA back on the job. EPA is leading the way.
- I want this agency at the front of the action, setting the standard for protection, and creating more opportunities for all of us to safeguard human health and the environment.

<<P>>

Science, Rule of Law, Transparency

- To guide us in our work, we have set out three core principles that inform everything we do.
- The first is that science must once again be the determining factor in EPA decision making.
- If we go back to science we will make decisions on clean air and water that are based on human health. It will lead us to places where we can identify and articulate very clearly what it is we face and what we must do.
- Since January, we've begun the arduous processes of re-examining previous decisions made at the agency – largely because of questions raised about whether science was trumped by politics.

- Whenever something like that happens, it may be a momentary victory for one side or the other, but it dilutes our effectiveness as an agency.
- It dilutes the American people's ability to look at EPA and see us as a guardian of the things that they value.
- And it requires that we use our time and resources to look back when we absolutely need to be moving ahead.

<<P>>

- The second guiding principle is – your favorite – the rule of law. And by this I mean faithfully implementing our laws, as handed down by the Congress and interpreted by the courts.
- We know that the lawsuits that follow EPA are inevitable.

- We also understand and value the importance of those lawsuits. We know that they are not undertaken lightly. And there have been some important times when lawsuits have crystallized what we need to remember every day at EPA.
- And that is that the laws are in place because Congress decided and the people determined that action was needed.
- If we don't uphold those laws then we've let the system down – but more importantly, we run the risk of affecting people's health.
- When we don't win a court case on particulate matters or ozone, it can be a very unhappy day for you or the other lawyers involved. But it can also be extraordinarily tragic for human health.

<<P>>

- Lastly, we must operate with unparalleled transparency. Transparency will aid us in making sure that science and the law come first.
- It will send a very clear signal to the American people that we work for them.
- It's extraordinarily important that people believe that they can get inside the walls of the EPA, and that it's not governed by any one interest or industry.

<<P>>

- If we hold to those principles, then we have greater opportunities to protect public health and the environment than any other time.

- Now, more than ever, we must be innovative and forward looking.
- You are celebrating your 100th anniversary. Next year, EPA – which was formed in 1970 – will celebrate its 40th anniversary.
- As we reach these milestones, it is absolutely essential that we are looking ahead, and preparing ourselves for the environmental issues of the 21st century.
- We don't have to look that far. In just the next few years, we will have plenty to work with.
- As you know, EPA submitted to the White House not too long ago a proposed endangerment finding on greenhouse gases.
- That is likely to come up here in ENRD at some point.

<<P>>

- Congress is working through a landmark clean energy and climate bill as we speak – one that stands to create millions of jobs, reduce our dependence on foreign oil, and reduce the emissions that cause climate change.
- If that bill passes, then, inevitably, with a new set of laws comes a new set of lawsuits. I'm sure we'll all be busy working through whatever role EPA eventually plays in that process.

<<P>>

- The same applies to the Clean Water Act Reauthorization we're hoping will get through Congress soon.
- Clarity on that law is critical.

- During the transition, I remember hearing an alarming figure that EPA staff spends almost half – and sometimes more – of their time working with states to determine whether they have jurisdiction to issue a permit or to take an enforcement action.
- These are cases where there is a visible impact to environmental quality. But there is little clarity on whether or not “water” means water, or what wetlands are or are not regulated.
- In some instances, unpredictability is slowing economic growth. Job-creating developments are being held up in extended permitting processes, and investors are discouraged by the risks of unknown regulations and inconsistent standards of compliance.
- And that perception of red tape – with the Clean Water Act or any law – can be especially harmful right now, during an economic downturn.

- EPA is taking steps to offer real solutions in this context.
- We don't want to be the agency that is delaying or shutting down economically beneficial projects in communities. We don't want to slow much needed job creation.
- We want to be the agency that is facilitating new opportunities.
- We want the laws to be clear for businesses looking to set up shop.
- And we want enforcement to be strong so that our neighborhoods are more livable, so that people are healthier, so that all communities are good places for investment and job creation, and so that businesses have a level competitive playing field within which to operate.

- These are just a few examples. We should remain diligent in asking ourselves what other challenges we face – both in the immediate future and over the long term.
- What are the issues going to be decades from now?
- How can we head off environmental problems before they harm communities, rather than just reacting to the challenges that arise and mitigating damage that has already been done?
- And how do we create a lasting foundation for the next generation of leaders, those who will take on our responsibilities in the years to come?

<<P>>

- I have the sense that, over the years, we have fallen into patterns of thinking that success is stopping the bad stuff whenever we can.
- But that's **not** how we should define success. Success is plotting a course of actions that move us affirmatively in the direction of dealing with public health and environmental issues that are affecting communities across America.
- Things like strong actions to protect communities disproportionately burdened by pollution; like taking action against repeat violators of our environmental statutes; or like using the law to assist communities through creative and forward-looking SEPs – and much, much more.
- Going forward, we have to be thinking boldly and innovatively.

- Too often – not just here but **all over** government – the first, tender chutes of any new idea are hit with a shot of Roundup.
- It comes in the form of saying, "Oh, we've never done that before."
- It's a difficult pattern to avoid. But I challenge you as I've challenged myself and my colleagues at EPA to return us to a time when we fought hard to **nurture** and **grow** those ideas.
- The environmental challenges across our country are immense in scale and urgency. But they will be met.
- My friends, the EPA is once again guided by a bold vision of public health protection and environmental preservation. And as our partners and our advocates, you are essential to that vision.

- I look forward to working with you. Thank you very much.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=David McIntosh/OU=DC/O=USEPA/C=US
Sent: Tue 7/21/2009 11:25:21 PM
Subject: OSTP statement
JPH draft testimony Senate Ag 7-22 version11.doc

The attached version of the OSTP written statement is probably virtually identical to the version that has since been filed as final with the Agriculture Committee. I do not think that there is anything in the OSTP statement that you need to see. So please just take this as an FYI and read the attachment only if you're hungry for more after having gone through the entire binder.

----- Forwarded by David McIntosh/DC/USEPA/US on 07/21/2009 07:22 PM -----

From: Patricia Haman/DC/USEPA/US
To: David McIntosh/DC/USEPA/US@EPA, irving.bill@epa.gov
Cc: Dina Kruger/DC/USEPA/US@EPA
Date: 07/21/2009 05:04 PM
Subject: Fw: Please advise of any final comments by 5:30 PM today Fw: revised OSTP testimony - v.11 ----
LRM [EHF-111-136] OSTP Testimony on HR2454 American Clean Energy and Security Act of 2009

I am on my way to drop something off in the Senate. Can one of you look at this?

----- Original Message -----
From: Steven Kinberg
Sent: 07/21/2009 04:50 PM EDT
To: Cheryl Mackay; Diann Frantz; Josh Lewis; Patricia Haman
Cc: Tom Dickerson
Subject: Please advise of any final comments by 5:30 PM today Fw: revised OSTP testimony - v.11 ----
LRM [EHF-111-136] OSTP Testimony on HR2454 American Clean Energy and Security Act of 2009

Steven Kinberg
Legislative Counsel Unit
Office of Congressional and Intergovernmental Relations
U.S. EPA
(202) 564 5037

----- Forwarded by Steven Kinberg/DC/USEPA/US on 07/21/2009 04:49 PM -----

From: "Fitter, E. Holly" [Personal Privacy]
To: "Zichal, Heather R." [Personal Privacy], "DL-CEQ-LRM" [Personal Privacy], [Personal Privacy], "Bordoff, Jason E." [Personal Privacy], [Personal Privacy], "Clark, Michael C." [Personal Privacy], [Personal Privacy], "Irwin, Janet E." [Personal Privacy], [Personal Privacy], "Aldy, Joseph E." [Personal Privacy], [Personal Privacy], "Heimbach, James T." [Personal Privacy], [Personal Privacy], "Ortiz, Michael" [Personal Privacy], [Personal Privacy], "Oleske, James M." [Personal Privacy], [Personal Privacy], "AGRICULTURE" <usdaleg@obpa.usda.gov>, Group Epalrm@EPA, "Wolverton, Maryann" [Personal Privacy], [Personal Privacy], "Pasquantino, John" [Personal Privacy], [Personal Privacy], "Ericsson, Sally C." [Personal Privacy], [Personal Privacy], "Fairweather, Robert S." [Personal Privacy], [Personal Privacy], "Erbach, Adrienne C." [Personal Privacy], [Personal Privacy], "Mancini, Dominic J." [Personal Privacy], [Personal Privacy], [Personal Privacy], "Levenbach, Stuart" [Personal Privacy], [Personal Privacy], "Kaminski, Amy" [Personal Privacy], [Personal Privacy], "TREASURY"

<llr@do.treas.gov>, "ENERGY" <energy.gc71@hq.doe.gov>, "Malanoski, Margaret A."
[Redacted] "Neyland, Kevin F." [Redacted] "Fitzpatrick,
Michael A." <[Redacted]> "Sunstein, Cass R." [Redacted] "DL-
WHO-OECC-LRM" <[Redacted]>
Cc: "Jukes, James J." [Redacted] "Burnim, John D." <[Redacted]>
"Kolak, Jonathan J." <[Redacted]>
Date: 07/21/2009 04:42 PM
Subject: FW: revised OSTP testimony - v.11 ---- LRM [EHF-111-136] OSTP Testimony on HR2454 American Clean
Energy and Security Act of 2009

Here is the last look at the OSTP revised statement -- a redline that shows final changes made to address CEQ and OMB edits.

Please advise of any final comments by 5:30 PM today. Thanks. If you do not advise to the contrary, by 5:30 PM it will be assumed that you have no final edits and the statement will be cleared.

**DRAFT Statement of
Dr. John P. Holdren
Director, Office of Science and Technology Policy
Executive Office of the President
before the
Committee on Agriculture
United States Senate
Washington, D. C.
July 22, 2009**

Thank you for the opportunity to testify at this important hearing. I will focus my testimony here on the science of the relation between global climate change, on the one hand, and agriculture and forestry, on the other.

Introduction

Deliberative

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To: "Lisa Jackson" [windsor.richard@epa.gov]
From: CN=Lisa Heinzerling/OU=DC/O=USEPA/C=US
Sent: Tue 7/21/2009 11:50:29 PM
Subject: good news

NSC circulated a decision document this afternoon, recommending that the USG support adding HFCs to the Montreal Protocol. Given where we are in the interagency process, I believe the proposal will be approved.

This is a big and good deal. You should be proud; EPA provided crucial analytical assistance.

Hope your move is going better.

**Contract Spending 2007 - 2009 by Appropriation (appropriated, non-Recovery Act dollars only)
(\$ in thousands)**

Approp Title	07 Final Actuals	08 Final Actuals	09 Actuals (as of 07/17/09)
Environmental Program & Management	\$506,865	\$497,707	\$369,649
Science & Technology	\$237,443	\$257,793	\$199,384
Building and Facilities	\$8,246	\$7,669	\$2,454
State and Tribal Assistance Grants	\$62,557	\$52,533	\$23,291
Leaking Underground Storage Tanks	\$7,547	\$4,306	\$534
Oil Spill Response	\$3,074	\$3,657	\$2,207
Inspector General	\$1,636	\$5,784	\$1,139
Hazardous Substance Superfund	\$766,886	\$797,762	\$446,256
Agency Total	\$1,594,254	\$1,627,210	\$1,044,913

Source: BAS filtering on BOC 37.

Contract Spending 2007 - 2009 by Appropriation/NPM (appropriated, non-Recovery Act dollars only) (\$ in thousands)				
Approp Title	NPM	07 Final Actuals	08 Final Actuals	09 Actuals (as of 07/17/09)
Environmental Program & Management	AA Air & Radiation	\$105,233	\$107,473	\$83,668
	AA Water	\$123,463	\$128,080	\$101,702
	AA Pesticides & Toxic Subst	\$42,680	\$37,960	\$28,638
	AA Solid Waste & Emergency Response	\$30,788	\$27,918	\$16,759
	AA Enforcement	\$22,975	\$24,304	\$15,896
	AA Research And Development	\$1,000	\$0	\$0
	AA Admin & Resource Mgt	\$94,392	\$85,566	\$63,011
	Office of Environmental Information	\$55,035	\$50,809	\$28,587
	Office of the Chief Financial Officer	\$9,444	\$12,528	\$19,775
	Office of International Affairs	\$2,368	\$1,332	\$819
	Administrator/Staff	\$17,452	\$20,237	\$9,302
	General Counsel	\$2,034	\$1,499	\$1,493
Environmental Program & Management subtotal		\$506,865	\$497,707	\$369,649
Science & Technology	AA Air & Radiation	\$38,020	\$52,802	\$38,005
	AA Water	\$5,886	\$7,931	\$6,364
	AA Pesticides & Toxic Subst	\$1,889	\$1,732	\$1,694
	AA Enforcement	\$1,442	\$1,664	\$771
	AA Research And Development	\$173,999	\$167,755	\$128,059
	AA Admin & Resource Mgt	\$15,044	\$24,927	\$24,103
	Office of Environmental Information	\$1,163	\$984	\$387
Science & Technology subtotal		\$237,443	\$257,793	\$199,384
Building and Facilities	AA Admin & Resource Mgt	\$8,246	\$7,669	\$2,454
Building and Facilities subtotal		\$8,246	\$7,669	\$2,454
State and Tribal Assistance Grants	AA Air & Radiation	\$8,115	\$8,377	\$4,978
	AA Water	\$41,601	\$34,673	\$11,288
	AA Pesticides & Toxic Subst	\$1,149	\$1,722	\$705
	AA Solid Waste & Emergency Response	\$11,563	\$7,761	\$6,280
	AA Enforcement	\$11	\$0	\$40
	Office of Environmental Information	\$119	\$0	\$0
State and Tribal Assistance Grants subtotal		\$62,557	\$52,533	\$23,291
Leaking Underground Storage Tanks	AA Solid Waste & Emergency Response	\$6,888	\$3,801	\$435
	AA Enforcement	\$0	\$0	\$0
	AA Research And Development	\$431	\$334	\$52
	AA Admin & Resource Mgt	\$66	\$92	\$22
	Office of Environmental Information	\$40	\$64	\$14
	Office of the Chief Financial Officer	\$122	\$15	\$10
Leaking Underground Storage Tanks subtotal		\$7,547	\$4,306	\$534
Oil Spill Response	AA Solid Waste & Emergency Response	\$2,388	\$2,851	\$1,999
	AA Enforcement	\$59	\$125	\$14
	AA Research And Development	\$619	\$682	\$195
	AA Admin & Resource Mgt	(\$0)	\$0	\$0
	Office of Environmental Information	\$9	\$0	\$0
Oil Spill Response subtotal		\$3,074	\$3,657	\$2,207
Inspector General	Inspector General	\$1,636	\$5,784	\$1,139
Inspector General subtotal		\$1,636	\$5,784	\$1,139
Hazardous Substance Superfund	AA Air & Radiation	\$29	\$235	\$168
	AA Solid Waste & Emergency Response	\$694,807	\$719,659	\$392,517
	AA Enforcement	\$42,535	\$45,213	\$30,936
	AA Research And Development	\$502	\$0	\$0
	AA Admin & Resource Mgt	\$17,197	\$20,303	\$14,012
	Office of Environmental Information	\$7,649	\$7,852	\$4,444
	Office of the Chief Financial Officer	\$3,224	\$3,778	\$3,564
	General Counsel	\$942	\$723	\$616
Hazardous Substance Superfund subtotal		\$766,886	\$797,762	\$446,256
Agency Total		\$1,594,254	\$1,627,210	\$1,044,913

Source: BAS filtering on BOC 37.

Contract Spending 2007 - 2009 by Appropriation/PP (appropriated, non-Recovery Act dollars only) (\$ in thousands)				
Appropriation	Program Project	07 Final Actuals	08 Final Actuals	09 Actuals (as of 07/17/09)
Environmental Program & Management	Beach / Fish Programs	\$1,660	\$1,069	\$1,728
	Brownfields	\$9,331	\$7,453	\$4,335
	Civil Enforcement	\$5,833	\$7,077	\$4,942
	Clean Air Allowance Trading Programs	\$4,731	\$4,169	\$4,489
	Climate Protection Program	\$59,820	\$59,899	\$47,892
	Commission for Environmental Cooperation	\$3	\$64	\$49
	Compliance Assistance and Centers	\$1,905	\$1,783	\$398
	Compliance Incentives	\$305	\$109	\$87
	Compliance Monitoring	\$11,824	\$10,905	\$8,307
	Criminal Enforcement	\$942	\$1,115	\$821
	Drinking Water Programs	\$28,205	\$24,564	\$14,959
	Endocrine Disruptors	\$7,023	\$3,999	\$6,678
	Enforcement Training	\$464	\$315	\$215
	Environment and Trade	\$474	\$370	\$296
	Environmental Justice	\$1,034	\$1,641	\$739
	Federal Stationary Source Regulations	\$7,394	\$8,884	\$6,317
	Federal Support for Air Quality Management	\$7,131	\$8,690	\$5,188
	Federal Support for Air Toxics Program	\$5,851	\$5,262	\$3,428
	Geographic Program: Chesapeake Bay	\$2,374	\$2,535	\$2,788
	Geographic Program: Great Lakes	\$7,840	\$6,633	\$3,451
	Geographic Program: Gulf of Mexico	\$466	\$1,011	\$231
	Geographic Program: Lake Champlain	\$0	\$1	\$0
	Geographic Program: Long Island Sound	\$0	\$302	\$6
	Geographic Program: Other	\$1,248	\$2,461	\$1,053
	Great Lakes Legacy Act	\$24,261	\$27,416	\$30,550
	Homeland Security: Communication and Information	\$267	\$653	\$240
	Homeland Security: Critical Infrastructure Protection	\$1,823	\$1,284	\$1,674
	Homeland Security: Preparedness, Response, and Recovery	\$2,606	\$3,107	\$1,387
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$5,663	\$4,818	\$5,073
	Indoor Air: Radon Program	\$420	\$718	\$202
	International Capacity Building	\$1,362	\$595	\$126
	LUST / UST	\$1,887	\$1,342	\$598
	Marine Pollution	\$6,216	\$6,781	\$5,382
	National Estuary Program / Coastal Waterways	\$1,913	\$2,464	\$1,873
	NEPA Implementation	\$528	\$760	\$229
	Pesticides: Field Programs	\$2,056	\$3,176	\$0
	Pesticides: Registration of New Pesticides	\$3,429	\$727	\$0
	Pesticides: Review / Reregistration of Existing Pesticides	\$11,451	\$1,828	\$0
	Pollution Prevention Program	\$2,365	\$2,458	\$1,962
	POPs Implementation	\$92	\$0	\$0
	Radiation: Protection	\$1,047	\$1,458	\$612
	Radiation: Response Preparedness	\$638	\$542	\$8
	RCRA: Corrective Action	\$6,383	\$5,756	\$3,643
	RCRA: Waste Management	\$7,047	\$7,788	\$5,372
	RCRA: Waste Minimization & Recycling	\$1,856	\$1,944	\$1,585
	Regulatory Innovation	\$5,269	\$5,687	\$3,030
	Research: Land Protection and Restoration	\$1,000	\$0	\$0
	Science Policy and Biotechnology	\$338	\$279	\$230
	State and Local Prevention and Preparedness	\$4,575	\$3,985	\$1,232
	Stratospheric Ozone: Domestic Programs	\$1,584	\$1,163	\$1,309
	Stratospheric Ozone: Multilateral Fund	\$11,315	\$9,683	\$9,697
	Superfund: Emergency Response and Removal	\$3	\$0	\$0
	Surface Water Protection	\$46,849	\$49,198	\$35,723
	Toxic Substances: Chemical Risk Management	\$596	\$473	\$309
	Toxic Substances: Chemical Risk Review and Reduction	\$10,080	\$9,598	\$7,771
	Toxic Substances: Lead Risk Reduction Program	\$2,484	\$1,208	\$1,098
	TRI / Right to Know	\$7,548	\$7,641	\$1,684
	Tribal - Capacity Building	\$645	\$1,110	\$1,182
	US Mexico Border	\$364	\$303	\$35
	Wetlands	\$1,854	\$2,755	\$1,533
	Administrative Law	\$132	\$56	\$69
	Alternative Dispute Resolution	\$308	\$368	\$242
	Central Planning, Budgeting, and Finance	\$9,444	\$12,528	\$19,775
	Civil Rights / Title VI Compliance	\$1,258	\$1,475	\$1,001
	Congressional, Intergovernmental, External Relations	\$1,426	\$1,262	\$1,047
	Environmental Education	\$576	\$562	\$274
	Exchange Network	\$11,774	\$10,244	\$7,288

	Facilities Infrastructure and Operations	\$77,574	\$65,229	\$45,186	
	Acquisition Management	\$1,572	\$4,614	\$3,414	
	Human Resources Management	\$6,452	\$6,229	\$5,884	
	Information Security	\$2,206	\$2,877	\$2,006	
	IT / Data Management	\$33,498	\$29,731	\$17,609	
	Legal Advice: Environmental Program	\$1,384	\$871	\$968	
	Legal Advice: Support Program	\$342	\$260	\$283	
	Regional Geographic Initiatives	\$1,468	\$1,756	\$0	
	Regional Science and Technology	\$233	\$235	\$244	
	Science Advisory Board	\$600	\$798	\$391	
	Small Minority Business Assistance	\$953	\$942	\$289	
	Financial Assistance Grants / IAG Management	\$3,135	\$4,780	\$3,547	
	Small Business Ombudsman	\$786	\$1,574	\$680	
	Children and Other Sensitive Populations: Agency Coordination	\$1,510	\$2,886	\$703	
	Reduce Risks from Indoor Air	\$3,829	\$6,080	\$4,278	
	Regulatory/Economic-Management and Analysis	\$2,738	\$2,629	\$1,278	
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$6,448	\$3,813	
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$3,614	\$4,637	
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$651	\$686	
	International Sources of Pollution	\$0	\$0	\$286	
	Trade and Governance	\$0	\$0	\$26	
	Environmental Program & Management subtotal	\$506,865	\$497,707	\$369,649	
Science & Technology	Clean Air Allowance Trading Programs	\$7,624	\$8,268	\$6,147	
	Climate Protection Program	\$7,717	\$10,822	\$6,320	
	Congressionally Mandated Projects	\$265	\$0	\$107	
	Drinking Water Programs	\$190	\$179	\$74	
	Federal Support for Air Quality Management	\$1,955	\$4,323	\$2,441	
	Federal Support for Air Toxics Program	\$972	\$1,736	\$591	
	Federal Vehicle and Fuels Standards and Certification	\$16,450	\$24,322	\$19,735	
	Forensics Support	\$1,442	\$1,664	\$771	
	Homeland Security: Critical Infrastructure Protection	\$5,696	\$7,751	\$6,291	
	Homeland Security: Preparedness, Response, and Recovery	\$27,717	\$24,495	\$17,601	
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,011	\$1,428	\$400	
	Indoor Air: Radon Program	\$82	\$76	\$11	
	Human Health Risk Assessment	\$12,542	\$13,076	\$10,605	
	Pesticides: Registration of New Pesticides	\$331	\$63	\$0	
	Pesticides: Review / Reregistration of Existing Pesticides	\$423	\$125	\$0	
	Radiation: Protection	\$374	\$290	\$425	
	Radiation: Response Preparedness	\$258	\$395	\$167	
	Research: Air Toxics	\$3,293	\$456	\$0	
	Research: Computational Toxicology	\$5,935	\$3,838	\$5,312	
	Research: Drinking Water	\$11,085	\$12,501	\$7,674	
	Research: Endocrine Disruptor	\$1,864	\$2,549	\$1,880	
	Research: Environmental Technology Verification (ETV)	\$593	\$0	\$0	
	Research: Global Change	\$4,231	\$5,401	\$4,448	
	Research: Human Health and Ecosystems	\$46,236	\$48,617	\$35,323	
	Research: Land Protection and Restoration	\$12,841	\$9,207	\$5,898	
	Research: Pesticides and Toxics	\$9,587	\$4,783	\$4,645	
	Research: SITE Program	\$191	\$0	\$0	
	Research: Fellowships	\$1,159	\$1,555	\$259	
	Research: Water Quality	\$16,070	\$17,263	\$16,675	
	Facilities Infrastructure and Operations	\$13,629	\$24,082	\$24,103	
	IT / Data Management	\$1,163	\$984	\$387	
	Reduce Risks from Indoor Air	\$336	\$305	\$301	
	Research: NAAQS	\$14,822	\$5,704	\$0	
	Research: Economics and Decision Science(EDS)	\$201	\$200	\$0	
	Research: Sustainability	\$8,159	\$6,182	\$5,030	
	Research: Clean Air	\$0	\$14,292	\$14,671	
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$530	\$542	
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$257	\$478	
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$75	\$74	
	Science & Technology subtotal	\$237,443	\$257,793	\$199,384	
Building and Facilities	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,338	\$3,396	\$512	
	Facilities Infrastructure and Operations	\$5,909	\$4,273	\$1,942	
	Building and Facilities subtotal	\$8,246	\$7,669	\$2,454	
State and Tribal Assistance Grants	Categorical Grant: Nonpoint Source (Sec. 319)	\$50	\$23	\$196	
	Categorical Grant: Public Water System Supervision (PWSS)	\$4,036	\$5,738	\$870	
	Categorical Grant: State and Local Air Quality Management	\$8,089	\$8,067	\$4,920	
	Categorical Grant: Pollution Control (Sec. 106)	\$180	\$156	\$0	
	Categorical Grant: Underground Injection Control (UIC)	\$943	\$2,808	\$1,025	
	Categorical Grant: Pesticides Program Implementation	\$1	\$41	\$0	
	Categorical Grant: Lead	\$1,148	\$1,681	\$705	

			09 Actuals
Program Project	07 Final	08 Final	(as of
	Actuals	Actuals	07/17/09)
Beach / Fish Programs	\$1,660	\$1,069	\$1,728
Brownfields	\$9,331	\$7,453	\$4,335
Civil Enforcement	\$5,833	\$7,077	\$4,942
Clean Air Allowance Trading Programs	\$4,731	\$4,169	\$4,489
Climate Protection Program	\$59,820	\$59,899	\$47,892
Commission for Environmental Cooperation	\$3	\$64	\$49
Compliance Assistance and Centers	\$1,905	\$1,783	\$398
Compliance Incentives	\$305	\$109	\$87
Compliance Monitoring	\$11,824	\$10,905	\$8,307
Criminal Enforcement	\$942	\$1,115	\$821
Drinking Water Programs	\$28,205	\$24,564	\$14,959
Endocrine Disruptors	\$7,023	\$3,999	\$6,678
Enforcement Training	\$464	\$315	\$215
Environment and Trade	\$474	\$370	\$296
Environmental Justice	\$1,034	\$1,641	\$739
Federal Stationary Source Regulations	\$7,394	\$8,884	\$6,317
Federal Support for Air Quality Management	\$7,131	\$8,690	\$5,188
Federal Support for Air Toxics Program	\$5,851	\$5,262	\$3,428
Geographic Program: Chesapeake Bay	\$2,374	\$2,535	\$2,788
Geographic Program: Great Lakes	\$7,840	\$6,633	\$3,451
Geographic Program: Gulf of Mexico	\$466	\$1,011	\$231
Geographic Program: Lake Champlain	\$0	\$1	\$0
Geographic Program: Long Island Sound	\$0	\$302	\$6
Geographic Program: Other	\$1,248	\$2,461	\$1,053
Great Lakes Legacy Act	\$24,261	\$27,416	\$30,550
Homeland Security: Communication and Information	\$267	\$653	\$240
Homeland Security: Critical Infrastructure Protection	\$1,823	\$1,284	\$1,674
Homeland Security: Preparedness, Response, and Recovery	\$2,606	\$3,107	\$1,387
Homeland Security: Protection of EPA Personnel and Infrastructure	\$5,663	\$4,818	\$5,073
Indoor Air: Radon Program	\$420	\$718	\$202
International Capacity Building	\$1,362	\$595	\$126
LUST / UST	\$1,887	\$1,342	\$598
Marine Pollution	\$6,216	\$6,781	\$5,382
National Estuary Program / Coastal Waterways	\$1,913	\$2,464	\$1,873
NEPA Implementation	\$528	\$760	\$229
Pesticides: Field Programs	\$2,056	\$3,176	\$0
Pesticides: Registration of New Pesticides	\$3,429	\$727	\$0
Pesticides: Review / Reregistration of Existing Pesticides	\$11,451	\$1,828	\$0
Pollution Prevention Program	\$2,365	\$2,458	\$1,962
POPs Implementation	\$92	\$0	\$0
Radiation: Protection	\$1,047	\$1,458	\$612
Radiation: Response Preparedness	\$638	\$542	\$8
RCRA: Corrective Action	\$6,383	\$5,756	\$3,643
RCRA: Waste Management	\$7,047	\$7,788	\$5,372
RCRA: Waste Minimization & Recycling	\$1,856	\$1,944	\$1,585
Regulatory Innovation	\$5,269	\$5,687	\$3,030
Research: Land Protection and Restoration	\$1,000	\$0	\$0
Science Policy and Biotechnology	\$338	\$279	\$230
State and Local Prevention and Preparedness	\$4,575	\$3,985	\$1,232
Stratospheric Ozone: Domestic Programs	\$1,584	\$1,163	\$1,309
Stratospheric Ozone: Multilateral Fund	\$11,315	\$9,683	\$9,697
Superfund: Emergency Response and Removal	\$3	\$0	\$0
Surface Water Protection	\$46,849	\$49,198	\$35,723
Toxic Substances: Chemical Risk Management	\$596	\$473	\$309
Toxic Substances: Chemical Risk Review and Reduction	\$10,080	\$9,598	\$7,771
Toxic Substances: Lead Risk Reduction Program	\$2,484	\$1,208	\$1,098
TRI / Right to Know	\$7,548	\$7,641	\$1,684
Tribal - Capacity Building	\$645	\$1,110	\$1,182
US Mexico Border	\$364	\$303	\$35
Wetlands	\$1,854	\$2,755	\$1,533
Administrative Law	\$132	\$56	\$69
Alternative Dispute Resolution	\$308	\$368	\$242
Central Planning, Budgeting, and Finance	\$9,444	\$12,528	\$19,775
Civil Rights / Title VI Compliance	\$1,258	\$1,475	\$1,001
Congressional, Intergovernmental, External Relations	\$1,426	\$1,262	\$1,047
Environmental Education	\$576	\$562	\$274
Exchange Network	\$11,774	\$10,244	\$7,288

	Facilities Infrastructure and Operations	\$77,574	\$65,229	\$45,186	F
	Acquisition Management	\$1,572	\$4,614	\$3,414	A
	Human Resources Management	\$6,452	\$6,229	\$5,884	H
	Information Security	\$2,206	\$2,877	\$2,006	I
	IT / Data Management	\$33,498	\$29,731	\$17,609	I
	Legal Advice: Environmental Program	\$1,384	\$871	\$968	L
	Legal Advice: Support Program	\$342	\$260	\$283	L
	Regional Geographic Initiatives	\$1,468	\$1,756	\$0	R
	Regional Science and Technology	\$233	\$235	\$244	R
	Science Advisory Board	\$600	\$798	\$391	S
	Small Minority Business Assistance	\$953	\$942	\$289	S
	Financial Assistance Grants / IAG Management	\$3,135	\$4,780	\$3,547	F
	Small Business Ombudsman	\$786	\$1,574	\$680	S
	Children and Other Sensitive Populations: Agency Coordination	\$1,510	\$2,886	\$703	C
	Reduce Risks from Indoor Air	\$3,829	\$6,080	\$4,278	R
	Regulatory/Economic-Management and Analysis	\$2,738	\$2,629	\$1,278	R
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$6,448	\$3,813	P
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$3,614	\$4,637	P
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$651	\$686	P
	International Sources of Pollution	\$0	\$0	\$286	I
	Trade and Governance	\$0	\$0	\$26	T
Environmental Program & Management subtotal		\$506,865	\$497,707	\$369,649	n
Science & Technology	Clean Air Allowance Trading Programs	\$7,624	\$8,268	\$6,147	C
	Climate Protection Program	\$7,717	\$10,822	\$6,320	C
	Congressionally Mandated Projects	\$265	\$0	\$107	C
	Drinking Water Programs	\$190	\$179	\$74	D
	Federal Support for Air Quality Management	\$1,955	\$4,323	\$2,441	F
	Federal Support for Air Toxics Program	\$972	\$1,736	\$591	F
	Federal Vehicle and Fuels Standards and Certification	\$16,450	\$24,322	\$19,735	F
	Forensics Support	\$1,442	\$1,664	\$771	F
	Homeland Security: Critical Infrastructure Protection	\$5,696	\$7,751	\$6,291	H
	Homeland Security: Preparedness, Response, and Recovery	\$27,717	\$24,495	\$17,601	H
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,011	\$1,428	\$400	H
	Indoor Air: Radon Program	\$82	\$76	\$11	I
	Human Health Risk Assessment	\$12,542	\$13,076	\$10,605	H
	Pesticides: Registration of New Pesticides	\$331	\$63	\$0	P
	Pesticides: Review / Reregistration of Existing Pesticides	\$423	\$125	\$0	P
	Radiation: Protection	\$374	\$290	\$425	R
	Radiation: Response Preparedness	\$258	\$395	\$167	R
	Research: Air Toxics	\$3,293	\$456	\$0	R
	Research: Computational Toxicology	\$5,935	\$3,838	\$5,312	R
	Research: Drinking Water	\$11,085	\$12,501	\$7,674	R
	Research: Endocrine Disruptor	\$1,864	\$2,549	\$1,880	R
	Research: Environmental Technology Verification (ETV)	\$593	\$0	\$0	R
	Research: Global Change	\$4,231	\$5,401	\$4,448	R
	Research: Human Health and Ecosystems	\$46,236	\$48,617	\$35,323	R
	Research: Land Protection and Restoration	\$12,841	\$9,207	\$5,898	R
	Research: Pesticides and Toxics	\$9,587	\$4,783	\$4,645	R
	Research: SITE Program	\$191	\$0	\$0	R
	Research: Fellowships	\$1,159	\$1,555	\$259	R
	Research: Water Quality	\$16,070	\$17,263	\$16,675	R
	Facilities Infrastructure and Operations	\$13,629	\$24,082	\$24,103	F
	IT / Data Management	\$1,163	\$984	\$387	I
	Reduce Risks from Indoor Air	\$336	\$305	\$301	R
	Research: NAAQS	\$14,822	\$5,704	\$0	R
	Research: Economics and Decision Science(EDS)	\$201	\$200	\$0	R
	Research: Sustainability	\$8,159	\$6,182	\$5,030	R
	Research: Clean Air	\$0	\$14,292	\$14,671	R
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$530	\$542	P
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$257	\$478	P
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$75	\$74	P
Science & Technology subtotal		\$237,443	\$257,793	\$199,384	c
Building and Facilities	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,338	\$3,396	\$512	H
	Facilities Infrastructure and Operations	\$5,909	\$4,273	\$1,942	F
Building and Facilities subtotal		\$8,246	\$7,669	\$2,454	u
State and Tribal Assistance Grants	Categorical Grant: Nonpoint Source (Sec. 319)	\$50	\$23	\$196	C
	Categorical Grant: Public Water System Supervision (PWSS)	\$4,036	\$5,738	\$870	C
	Categorical Grant: State and Local Air Quality Management	\$8,089	\$8,067	\$4,920	C
	Categorical Grant: Pollution Control (Sec. 106)	\$180	\$156	\$0	C
	Categorical Grant: Underground Injection Control (UIC)	\$943	\$2,808	\$1,025	C
	Categorical Grant: Pesticides Program Implementation	\$1	\$41	\$0	C
	Categorical Grant: Lead	\$1,148	\$1,681	\$705	C

	Categorical Grant: Hazardous Waste Financial Assistance	\$2,704	\$1,736	\$1,168	C
	Categorical Grant: Pesticides Enforcement	\$11	\$0	\$0	C
	Categorical Grant: Underground Storage Tanks	\$725	\$35	\$163	C
	Categorical Grant: Tribal Air Quality Management	\$25	\$310	\$58	C
	Categorical Grant: Sector Program	\$0	\$0	\$40	C
	Categorical Grant: Environmental Information	\$119	\$0	\$0	C
	Categorical Grant: Homeland Security	\$0	\$40	\$0	C
	Congressionally Mandated Projects	\$2,245	\$2,375	\$1,400	C
	Brownfields Projects	\$8,134	\$5,989	\$4,949	B
	Infrastructure Assistance: Clean Water SRF	\$21,646	\$10,229	\$4,331	I
	Infrastructure Assistance: Drinking Water SRF	\$12,501	\$12,499	\$3,466	I
	Infrastructure Assistance: Mexico Border	\$0	\$804	\$0	I
State and Tribal Assistance Grants subtotal		\$62,557	\$52,533	\$23,291	t
Leaking Underground Storage Tanks	Compliance Assistance and Centers	\$0	\$0	\$0	e
	LUST / UST	\$5,006	\$3,748	\$435	L
	LUST Cooperative Agreements	\$1,883	\$53	\$0	L
	Research: Land Protection and Restoration	\$431	\$334	\$52	R
	Central Planning, Budgeting, and Finance	\$122	\$15	\$10	C
	Facilities Infrastructure and Operations	\$47	\$65	\$22	F
	Acquisition Management	\$19	\$27	\$0	A
	IT / Data Management	\$40	\$64	\$14	I
Leaking Underground Storage Tanks subtotal		\$7,547	\$4,306	\$534	e
Oil Spill Response	Civil Enforcement	\$44	\$107	\$4	C
	Compliance Assistance and Centers	\$15	\$17	\$10	C
	Oil Spill: Prevention, Preparedness and Response	\$2,388	\$2,851	\$1,999	O
	Research: Land Protection and Restoration	\$619	\$682	\$195	R
	Facilities Infrastructure and Operations	(\$0)	\$0	\$0	F
	IT / Data Management	\$9	\$0	\$0	I
Oil Spill Response subtotal		\$3,074	\$3,657	\$2,207	i
Inspector General	Audits, Evaluations, and Investigations	\$1,636	\$5,784	\$1,139	A
Inspector General subtotal		\$1,636	\$5,784	\$1,139	n
Hazardous Substance Superfund	Civil Enforcement	\$25	\$168	\$52	e
	Compliance Assistance and Centers	\$11	\$32	\$0	C
	Compliance Incentives	\$12	\$18	\$1	C
	Compliance Monitoring	\$561	\$446	\$190	C
	Criminal Enforcement	\$172	\$192	\$178	C
	Enforcement Training	\$43	\$68	\$59	E
	Forensics Support	\$293	\$294	\$117	F
	Homeland Security: Critical Infrastructure Protection	\$45	\$136	\$45	H
	Homeland Security: Preparedness, Response, and Recovery	\$29,117	\$22,361	\$9,596	H
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$637	\$585	\$0	H
	Brownfields Projects	\$300	\$0	\$0	B
	Radiation: Protection	\$29	\$235	\$168	R
	Research: Land Protection and Restoration	\$502	\$0	\$0	R
	Superfund: Emergency Response and Removal	\$178,337	\$178,082	\$104,168	S
	Superfund: Enforcement	\$41,841	\$44,543	\$30,867	S
	Superfund: EPA Emergency Preparedness	\$2,810	\$2,812	\$957	S
	Superfund: Federal Facilities	\$13,248	\$13,305	\$5,057	S
	Superfund: Remedial	\$465,392	\$497,625	\$267,773	S
	Superfund: Support to Other Federal Agencies	\$4,967	\$4,888	\$4,966	S
	Alternative Dispute Resolution	\$799	\$546	\$538	A
	Central Planning, Budgeting, and Finance	\$2,610	\$2,880	\$2,937	C
	Congressional, Intergovernmental, External Relations	\$0	\$0	\$0	C
	Exchange Network	\$1,067	\$1,267	\$707	E
	Facilities Infrastructure and Operations	\$13,913	\$15,861	\$10,020	F
	Acquisition Management	\$1,893	\$3,334	\$2,965	A
	Human Resources Management	\$1,052	\$643	\$627	H
	Information Security	\$512	\$88	\$350	I
	IT / Data Management	\$6,070	\$6,497	\$3,386	I
	Legal Advice: Environmental Program	\$143	\$177	\$78	L
	Financial Assistance Grants / IAG Management	\$340	\$465	\$399	F
	Superfund: Federal Facilities Enforcement	\$146	\$213	\$54	S
Hazardous Substance Superfund subtotal		\$766,886	\$797,762	\$446,256	a
Agency Total		\$1,594,254	\$1,627,210	\$1,044,913	g

Source: BAS filtering on BOC 37.

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07 Final Actuals	08 Final Actuals	09 Actuals (as of 07/17/09)
\$1,660	\$1,069	\$1,728
\$9,331	\$7,453	\$4,335
\$5,833	\$7,077	\$4,942
\$4,731	\$4,169	\$4,489
\$59,820	\$59,899	\$47,892
\$3	\$64	\$49
\$1,905	\$1,783	\$398
\$305	\$109	\$87
\$11,824	\$10,905	\$8,307
\$942	\$1,115	\$821
\$28,205	\$24,564	\$14,959
\$7,023	\$3,999	\$6,678
\$464	\$315	\$215
\$474	\$370	\$296
\$1,034	\$1,641	\$739
\$7,394	\$8,884	\$6,317
\$7,131	\$8,690	\$5,188
\$5,851	\$5,262	\$3,428
\$2,374	\$2,535	\$2,788
\$7,840	\$6,633	\$3,451
\$466	\$1,011	\$231
\$0	\$1	\$0
\$0	\$302	\$6
\$1,248	\$2,461	\$1,053
\$24,261	\$27,416	\$30,550
\$267	\$653	\$240
\$1,823	\$1,284	\$1,674
\$2,606	\$3,107	\$1,387
\$5,663	\$4,818	\$5,073
\$420	\$718	\$202
\$1,362	\$595	\$126
\$1,887	\$1,342	\$598
\$6,216	\$6,781	\$5,382
\$1,913	\$2,464	\$1,873
\$528	\$760	\$229
\$2,056	\$3,176	\$0
\$3,429	\$727	\$0
\$11,451	\$1,828	\$0
\$2,365	\$2,458	\$1,962
\$92	\$0	\$0
\$1,047	\$1,458	\$612
\$638	\$542	\$8
\$6,383	\$5,756	\$3,643
\$7,047	\$7,788	\$5,372
\$1,856	\$1,944	\$1,585
\$5,269	\$5,687	\$3,030
\$1,000	\$0	\$0
\$338	\$279	\$230
\$4,575	\$3,985	\$1,232
\$1,584	\$1,163	\$1,309
\$11,315	\$9,683	\$9,697
\$3	\$0	\$0
\$46,849	\$49,198	\$35,723
\$596	\$473	\$309
\$10,080	\$9,598	\$7,771
\$2,484	\$1,208	\$1,098
\$7,548	\$7,641	\$1,684
\$645	\$1,110	\$1,182
\$364	\$303	\$35
\$1,854	\$2,755	\$1,533
\$132	\$56	\$69
\$308	\$368	\$242
\$9,444	\$12,528	\$19,775
\$1,258	\$1,475	\$1,001
\$1,426	\$1,262	\$1,047
\$576	\$562	\$274
\$11,774	\$10,244	\$7,288

	Facilities Infrastructure and Operations	\$77,574	\$65,229	\$45,186	a
	Acquisition Management	\$1,572	\$4,614	\$3,414	c
	Human Resources Management	\$6,452	\$6,229	\$5,884	u
	Information Security	\$2,206	\$2,877	\$2,006	n
	IT / Data Management	\$33,498	\$29,731	\$17,609	T
	Legal Advice: Environmental Program	\$1,384	\$871	\$968	e
	Legal Advice: Support Program	\$342	\$260	\$283	e
	Regional Geographic Initiatives	\$1,468	\$1,756	\$0	e
	Regional Science and Technology	\$233	\$235	\$244	e
	Science Advisory Board	\$600	\$798	\$391	c
	Small Minority Business Assistance	\$953	\$942	\$289	m
	Financial Assistance Grants / IAG Management	\$3,135	\$4,780	\$3,547	i
	Small Business Ombudsman	\$786	\$1,574	\$680	m
	Children and Other Sensitive Populations: Agency Coordination	\$1,510	\$2,886	\$703	h
	Reduce Risks from Indoor Air	\$3,829	\$6,080	\$4,278	e
	Regulatory/Economic-Management and Analysis	\$2,738	\$2,629	\$1,278	e
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$6,448	\$3,813	e
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$3,614	\$4,637	e
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$651	\$686	e
	International Sources of Pollution	\$0	\$0	\$286	n
	Trade and Governance	\$0	\$0	\$26	r
Environmental Program & Management subtotal		\$506,865	\$497,707	\$369,649	v
Science & Technology	Clean Air Allowance Trading Programs	\$7,624	\$8,268	\$6,147	l
	Climate Protection Program	\$7,717	\$10,822	\$6,320	l
	Congressionally Mandated Projects	\$265	\$0	\$107	o
	Drinking Water Programs	\$190	\$179	\$74	r
	Federal Support for Air Quality Management	\$1,955	\$4,323	\$2,441	e
	Federal Support for Air Toxics Program	\$972	\$1,736	\$591	e
	Federal Vehicle and Fuels Standards and Certification	\$16,450	\$24,322	\$19,735	e
	Forensics Support	\$1,442	\$1,664	\$771	o
	Homeland Security: Critical Infrastructure Protection	\$5,696	\$7,751	\$6,291	o
	Homeland Security: Preparedness, Response, and Recovery	\$27,717	\$24,495	\$17,601	o
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,011	\$1,428	\$400	o
	Indoor Air: Radon Program	\$82	\$76	\$11	n
	Human Health Risk Assessment	\$12,542	\$13,076	\$10,605	u
	Pesticides: Registration of New Pesticides	\$331	\$63	\$0	e
	Pesticides: Review / Reregistration of Existing Pesticides	\$423	\$125	\$0	e
	Radiation: Protection	\$374	\$290	\$425	a
	Radiation: Response Preparedness	\$258	\$395	\$167	a
	Research: Air Toxics	\$3,293	\$456	\$0	e
	Research: Computational Toxicology	\$5,935	\$3,838	\$5,312	e
	Research: Drinking Water	\$11,085	\$12,501	\$7,674	e
	Research: Endocrine Disruptor	\$1,864	\$2,549	\$1,880	e
	Research: Environmental Technology Verification (ETV)	\$593	\$0	\$0	e
	Research: Global Change	\$4,231	\$5,401	\$4,448	e
	Research: Human Health and Ecosystems	\$46,236	\$48,617	\$35,323	e
	Research: Land Protection and Restoration	\$12,841	\$9,207	\$5,898	e
	Research: Pesticides and Toxics	\$9,587	\$4,783	\$4,645	e
	Research: SITE Program	\$191	\$0	\$0	e
	Research: Fellowships	\$1,159	\$1,555	\$259	e
	Research: Water Quality	\$16,070	\$17,263	\$16,675	e
	Facilities Infrastructure and Operations	\$13,629	\$24,082	\$24,103	a
	IT / Data Management	\$1,163	\$984	\$387	T
	Reduce Risks from Indoor Air	\$336	\$305	\$301	e
	Research: NAAQS	\$14,822	\$5,704	\$0	e
	Research: Economics and Decision Science(EDS)	\$201	\$200	\$0	e
	Research: Sustainability	\$8,159	\$6,182	\$5,030	e
	Research: Clean Air	\$0	\$14,292	\$14,671	e
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$530	\$542	e
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$257	\$478	e
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$75	\$74	e
Science & Technology subtotal		\$237,443	\$257,793	\$199,384	i
Building and Facilities	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,338	\$3,396	\$512	b
	Facilities Infrastructure and Operations	\$5,909	\$4,273	\$1,942	a
Building and Facilities subtotal		\$8,246	\$7,669	\$2,454	i
State and Tribal Assistance Grants	Categorical Grant: Nonpoint Source (Sec. 319)	\$50	\$23	\$196	a
	Categorical Grant: Public Water System Supervision (PWSS)	\$4,036	\$5,738	\$870	a
	Categorical Grant: State and Local Air Quality Management	\$8,089	\$8,067	\$4,920	a
	Categorical Grant: Pollution Control (Sec. 106)	\$180	\$156	\$0	a
	Categorical Grant: Underground Injection Control (UIC)	\$943	\$2,808	\$1,025	a
	Categorical Grant: Pesticides Program Implementation	\$1	\$41	\$0	a
	Categorical Grant: Lead	\$1,148	\$1,681	\$705	a

	Categorical Grant: Hazardous Waste Financial Assistance	\$2,704	\$1,736	\$1,168	a
	Categorical Grant: Pesticides Enforcement	\$11	\$0	\$0	a
	Categorical Grant: Underground Storage Tanks	\$725	\$35	\$163	a
	Categorical Grant: Tribal Air Quality Management	\$25	\$310	\$58	a
	Categorical Grant: Sector Program	\$0	\$0	\$40	a
	Categorical Grant: Environmental Information	\$119	\$0	\$0	a
	Categorical Grant: Homeland Security	\$0	\$40	\$0	a
	Congressionally Mandated Projects	\$2,245	\$2,375	\$1,400	o
	Brownfields Projects	\$8,134	\$5,989	\$4,949	r
	Infrastructure Assistance: Clean Water SRF	\$21,646	\$10,229	\$4,331	n
	Infrastructure Assistance: Drinking Water SRF	\$12,501	\$12,499	\$3,466	n
	Infrastructure Assistance: Mexico Border	\$0	\$804	\$0	n
State and Tribal Assistance Grants subtotal		\$62,557	\$52,533	\$23,291	a
Leaking Underground Storage Tanks	Compliance Assistance and Centers	\$0	\$0	\$0	a
	LUST / UST	\$5,006	\$3,748	\$435	U
	LUST Cooperative Agreements	\$1,883	\$53	\$0	U
	Research: Land Protection and Restoration	\$431	\$334	\$52	e
	Central Planning, Budgeting, and Finance	\$122	\$15	\$10	e
	Facilities Infrastructure and Operations	\$47	\$65	\$22	a
	Acquisition Management	\$19	\$27	\$0	c
	IT / Data Management	\$40	\$64	\$14	T
Leaking Underground Storage Tanks subtotal		\$7,547	\$4,306	\$534	a
Oil Spill Response	Civil Enforcement	\$44	\$107	\$4	l
	Compliance Assistance and Centers	\$15	\$17	\$10	o
	Oil Spill: Prevention, Preparedness and Response	\$2,388	\$2,851	\$1,999	i
	Research: Land Protection and Restoration	\$619	\$682	\$195	e
	Facilities Infrastructure and Operations	(\$0)	\$0	\$0	a
	IT / Data Management	\$9	\$0	\$0	T
Oil Spill Response subtotal		\$3,074	\$3,657	\$2,207	l
Inspector General	Audits, Evaluations, and Investigations	\$1,636	\$5,784	\$1,139	s
Inspector General subtotal		\$1,636	\$5,784	\$1,139	s
Hazardous Substance Superfund	Civil Enforcement	\$25	\$168	\$52	z
	Compliance Assistance and Centers	\$11	\$32	\$0	o
	Compliance Incentives	\$12	\$18	\$1	o
	Compliance Monitoring	\$561	\$446	\$190	o
	Criminal Enforcement	\$172	\$192	\$178	r
	Enforcement Training	\$43	\$68	\$59	n
	Forensics Support	\$293	\$294	\$117	o
	Homeland Security: Critical Infrastructure Protection	\$45	\$136	\$45	o
	Homeland Security: Preparedness, Response, and Recovery	\$29,117	\$22,361	\$9,596	o
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$637	\$585	\$0	o
	Brownfields Projects	\$300	\$0	\$0	r
	Radiation: Protection	\$29	\$235	\$168	a
	Research: Land Protection and Restoration	\$502	\$0	\$0	e
	Superfund: Emergency Response and Removal	\$178,337	\$178,082	\$104,168	u
	Superfund: Enforcement	\$41,841	\$44,543	\$30,867	u
	Superfund: EPA Emergency Preparedness	\$2,810	\$2,812	\$957	u
	Superfund: Federal Facilities	\$13,248	\$13,305	\$5,057	u
	Superfund: Remedial	\$465,392	\$497,625	\$267,773	u
	Superfund: Support to Other Federal Agencies	\$4,967	\$4,888	\$4,966	u
	Alternative Dispute Resolution	\$799	\$546	\$538	l
	Central Planning, Budgeting, and Finance	\$2,610	\$2,880	\$2,937	e
	Congressional, Intergovernmental, External Relations	\$0	\$0	\$0	o
	Exchange Network	\$1,067	\$1,267	\$707	x
	Facilities Infrastructure and Operations	\$13,913	\$15,861	\$10,020	a
	Acquisition Management	\$1,893	\$3,334	\$2,965	c
	Human Resources Management	\$1,052	\$643	\$627	u
	Information Security	\$512	\$88	\$350	n
	IT / Data Management	\$6,070	\$6,497	\$3,386	T
	Legal Advice: Environmental Program	\$143	\$177	\$78	e
	Financial Assistance Grants / IAG Management	\$340	\$465	\$399	i
	Superfund: Federal Facilities Enforcement	\$146	\$213	\$54	u
Hazardous Substance Superfund subtotal		\$766,886	\$797,762	\$446,256	z
Agency Total		\$1,594,254	\$1,627,210	\$1,044,913	e\$1,

Source: BAS filtering on BOC 37.

08 Final	09 Actuals
Actuals	(as of 07/17/09)
\$1,069	\$1,728
\$7,453	\$4,335
\$7,077	\$4,942
\$4,169	\$4,489
\$59,899	\$47,892
\$64	\$49
\$1,783	\$398
\$109	\$87
\$10,905	\$8,307
\$1,115	\$821
\$24,564	\$14,959
\$3,999	\$6,678
\$315	\$215
\$370	\$296
\$1,641	\$739
\$8,884	\$6,317
\$8,690	\$5,188
\$5,262	\$3,428
\$2,535	\$2,788
\$6,633	\$3,451
\$1,011	\$231
\$1	\$0
\$302	\$6
\$2,461	\$1,053
\$27,416	\$30,550
\$653	\$240
\$1,284	\$1,674
\$3,107	\$1,387
\$4,818	\$5,073
\$718	\$202
\$595	\$126
\$1,342	\$598
\$6,781	\$5,382
\$2,464	\$1,873
\$760	\$229
\$3,176	\$0
\$727	\$0
\$1,828	\$0
\$2,458	\$1,962
\$0	\$0
\$1,458	\$612
\$542	\$8
\$5,756	\$3,643
\$7,788	\$5,372
\$1,944	\$1,585
\$5,687	\$3,030
\$0	\$0
\$279	\$230
\$3,985	\$1,232
\$1,163	\$1,309
\$9,683	\$9,697
\$0	\$0
\$49,198	\$35,723
\$473	\$309
\$9,598	\$7,771
\$1,208	\$1,098
\$7,641	\$1,684
\$1,110	\$1,182
\$303	\$35
\$2,755	\$1,533
\$56	\$69
\$368	\$242
\$12,528	\$19,775
\$1,475	\$1,001
\$1,262	\$1,047
\$562	\$274
\$10,244	\$7,288

	Facilities Infrastructure and Operations	\$77,574	\$65,229	\$45,186	c
	Acquisition Management	\$1,572	\$4,614	\$3,414	q
	Human Resources Management	\$6,452	\$6,229	\$5,884	m
	Information Security	\$2,206	\$2,877	\$2,006	f
	IT / Data Management	\$33,498	\$29,731	\$17,609	/
	Legal Advice: Environmental Program	\$1,384	\$871	\$968	g
	Legal Advice: Support Program	\$342	\$260	\$283	g
	Regional Geographic Initiatives	\$1,468	\$1,756	\$0	g
	Regional Science and Technology	\$233	\$235	\$244	g
	Science Advisory Board	\$600	\$798	\$391	i
	Small Minority Business Assistance	\$953	\$942	\$289	a
	Financial Assistance Grants / IAG Management	\$3,135	\$4,780	\$3,547	n
	Small Business Ombudsman	\$786	\$1,574	\$680	a
	Children and Other Sensitive Populations: Agency Coordination	\$1,510	\$2,886	\$703	i
	Reduce Risks from Indoor Air	\$3,829	\$6,080	\$4,278	d
	Regulatory/Economic-Management and Analysis	\$2,738	\$2,629	\$1,278	g
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$6,448	\$3,813	s
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$3,614	\$4,637	s
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$651	\$686	s
	International Sources of Pollution	\$0	\$0	\$286	t
	Trade and Governance	\$0	\$0	\$26	a
Environmental Program & Management subtotal		\$506,865	\$497,707	\$369,649	\$
Science & Technology	Clean Air Allowance Trading Programs	\$7,624	\$8,268	\$6,147	e
	Climate Protection Program	\$7,717	\$10,822	\$6,320	i
	Congressionally Mandated Projects	\$265	\$0	\$107	n
	Drinking Water Programs	\$190	\$179	\$74	i
	Federal Support for Air Quality Management	\$1,955	\$4,323	\$2,441	d
	Federal Support for Air Toxics Program	\$972	\$1,736	\$591	d
	Federal Vehicle and Fuels Standards and Certification	\$16,450	\$24,322	\$19,735	d
	Forensics Support	\$1,442	\$1,664	\$771	r
	Homeland Security: Critical Infrastructure Protection	\$5,696	\$7,751	\$6,291	m
	Homeland Security: Preparedness, Response, and Recovery	\$27,717	\$24,495	\$17,601	m
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,011	\$1,428	\$400	m
	Indoor Air: Radon Program	\$82	\$76	\$11	d
	Human Health Risk Assessment	\$12,542	\$13,076	\$10,605	m
	Pesticides: Registration of New Pesticides	\$331	\$63	\$0	s
	Pesticides: Review / Reregistration of Existing Pesticides	\$423	\$125	\$0	s
	Radiation: Protection	\$374	\$290	\$425	d
	Radiation: Response Preparedness	\$258	\$395	\$167	d
	Research: Air Toxics	\$3,293	\$456	\$0	s
	Research: Computational Toxicology	\$5,935	\$3,838	\$5,312	s
	Research: Drinking Water	\$11,085	\$12,501	\$7,674	s
	Research: Endocrine Disruptor	\$1,864	\$2,549	\$1,880	s
	Research: Environmental Technology Verification (ETV)	\$593	\$0	\$0	s
	Research: Global Change	\$4,231	\$5,401	\$4,448	s
	Research: Human Health and Ecosystems	\$46,236	\$48,617	\$35,323	s
	Research: Land Protection and Restoration	\$12,841	\$9,207	\$5,898	s
	Research: Pesticides and Toxics	\$9,587	\$4,783	\$4,645	s
	Research: SITE Program	\$191	\$0	\$0	s
	Research: Fellowships	\$1,159	\$1,555	\$259	s
	Research: Water Quality	\$16,070	\$17,263	\$16,675	s
	Facilities Infrastructure and Operations	\$13,629	\$24,082	\$24,103	c
	IT / Data Management	\$1,163	\$984	\$387	/
	Reduce Risks from Indoor Air	\$336	\$305	\$301	d
	Research: NAAQS	\$14,822	\$5,704	\$0	s
	Research: Economics and Decision Science(EDS)	\$201	\$200	\$0	s
	Research: Sustainability	\$8,159	\$6,182	\$5,030	s
	Research: Clean Air	\$0	\$14,292	\$14,671	s
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$530	\$542	s
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$257	\$478	s
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$75	\$74	s
Science & Technology subtotal		\$237,443	\$257,793	\$199,384	e
Building and Facilities	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,338	\$3,396	\$512	h
	Facilities Infrastructure and Operations	\$5,909	\$4,273	\$1,942	c
Building and Facilities subtotal		\$8,246	\$7,669	\$2,454	l
State and Tribal Assistance Grants	Categorical Grant: Nonpoint Source (Sec. 319)	\$50	\$23	\$196	t
	Categorical Grant: Public Water System Supervision (PWSS)	\$4,036	\$5,738	\$870	t
	Categorical Grant: State and Local Air Quality Management	\$8,089	\$8,067	\$4,920	t
	Categorical Grant: Pollution Control (Sec. 106)	\$180	\$156	\$0	t
	Categorical Grant: Underground Injection Control (UIC)	\$943	\$2,808	\$1,025	t
	Categorical Grant: Pesticides Program Implementation	\$1	\$41	\$0	t
	Categorical Grant: Lead	\$1,148	\$1,681	\$705	t

	Categorical Grant: Hazardous Waste Financial Assistance	\$2,704	\$1,736	\$1,168	t
	Categorical Grant: Pesticides Enforcement	\$11	\$0	\$0	t
	Categorical Grant: Underground Storage Tanks	\$725	\$35	\$163	t
	Categorical Grant: Tribal Air Quality Management	\$25	\$310	\$58	t
	Categorical Grant: Sector Program	\$0	\$0	\$40	t
	Categorical Grant: Environmental Information	\$119	\$0	\$0	t
	Categorical Grant: Homeland Security	\$0	\$40	\$0	t
	Congressionally Mandated Projects	\$2,245	\$2,375	\$1,400	n
	Brownfields Projects	\$8,134	\$5,989	\$4,949	o
	Infrastructure Assistance: Clean Water SRF	\$21,646	\$10,229	\$4,331	f
	Infrastructure Assistance: Drinking Water SRF	\$12,501	\$12,499	\$3,466	f
	Infrastructure Assistance: Mexico Border	\$0	\$804	\$0	f
State and Tribal Assistance Grants subtotal		\$62,557	\$52,533	\$23,291	t
Leaking Underground Storage Tanks	Compliance Assistance and Centers	\$0	\$0	\$0	kn
	LUST / UST	\$5,006	\$3,748	\$435	S
	LUST Cooperative Agreements	\$1,883	\$53	\$0	S
	Research: Land Protection and Restoration	\$431	\$334	\$52	s
	Central Planning, Budgeting, and Finance	\$122	\$15	\$10	n
	Facilities Infrastructure and Operations	\$47	\$65	\$22	c
	Acquisition Management	\$19	\$27	\$0	q
	IT / Data Management	\$40	\$64	\$14	/
Leaking Underground Storage Tanks subtotal		\$7,547	\$4,306	\$534	k
Oil Spill Response	Civil Enforcement	\$44	\$107	\$4	vS
	Compliance Assistance and Centers	\$15	\$17	\$10	m
	Oil Spill: Prevention, Preparedness and Response	\$2,388	\$2,851	\$1,999	l
	Research: Land Protection and Restoration	\$619	\$682	\$195	s
	Facilities Infrastructure and Operations	(\$0)	\$0	\$0	c
	IT / Data Management	\$9	\$0	\$0	/
Oil Spill Response subtotal		\$3,074	\$3,657	\$2,207	S
Inspector General	Audits, Evaluations, and Investigations	\$1,636	\$5,784	\$1,139	p
Inspector General subtotal		\$1,636	\$5,784	\$1,139	p
Hazardous Substance Superfund	Civil Enforcement	\$25	\$168	\$52	a
	Compliance Assistance and Centers	\$11	\$32	\$0	m
	Compliance Incentives	\$12	\$18	\$1	m
	Compliance Monitoring	\$561	\$446	\$190	m
	Criminal Enforcement	\$172	\$192	\$178	i
	Enforcement Training	\$43	\$68	\$59	f
	Forensics Support	\$293	\$294	\$117	r
	Homeland Security: Critical Infrastructure Protection	\$45	\$136	\$45	m
	Homeland Security: Preparedness, Response, and Recovery	\$29,117	\$22,361	\$9,596	m
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$637	\$585	\$0	m
	Brownfields Projects	\$300	\$0	\$0	o
	Radiation: Protection	\$29	\$235	\$168	d
	Research: Land Protection and Restoration	\$502	\$0	\$0	s
	Superfund: Emergency Response and Removal	\$178,337	\$178,082	\$104,168	p \$
	Superfund: Enforcement	\$41,841	\$44,543	\$30,867	p
	Superfund: EPA Emergency Preparedness	\$2,810	\$2,812	\$957	p
	Superfund: Federal Facilities	\$13,248	\$13,305	\$5,057	p
	Superfund: Remedial	\$465,392	\$497,625	\$267,773	p \$
	Superfund: Support to Other Federal Agencies	\$4,967	\$4,888	\$4,966	p
	Alternative Dispute Resolution	\$799	\$546	\$538	t
	Central Planning, Budgeting, and Finance	\$2,610	\$2,880	\$2,937	n
	Congressional, Intergovernmental, External Relations	\$0	\$0	\$0	n
	Exchange Network	\$1,067	\$1,267	\$707	c
	Facilities Infrastructure and Operations	\$13,913	\$15,861	\$10,020	c
	Acquisition Management	\$1,893	\$3,334	\$2,965	q
	Human Resources Management	\$1,052	\$643	\$627	m
	Information Security	\$512	\$88	\$350	f
	IT / Data Management	\$6,070	\$6,497	\$3,386	/
	Legal Advice: Environmental Program	\$143	\$177	\$78	g
	Financial Assistance Grants / IAG Management	\$340	\$465	\$399	n
	Superfund: Federal Facilities Enforcement	\$146	\$213	\$54	p
Hazardous Substance Superfund subtotal		\$766,886	\$797,762	\$446,256	a \$
Agency Total		\$1,594,254	\$1,627,210	\$1,044,913	n\$1,

Source: BAS filtering on BOC 37.



09 Actuals
(as of
07/17/09)

\$1,728
\$4,335
\$4,942
\$4,489
\$47,892
\$49
\$398
\$87
\$8,307
\$821
\$14,959
\$6,678
\$215
\$296
\$739
\$6,317
\$5,188
\$3,428
\$2,788
\$3,451
\$231
\$0
\$6
\$1,053
\$30,550
\$240
\$1,674
\$1,387
\$5,073
\$202
\$126
\$598
\$5,382
\$1,873
\$229
\$0
\$0
\$0
\$1,962
\$0
\$612
\$8
\$3,643
\$5,372
\$1,585
\$3,030
\$0
\$230
\$1,232
\$1,309
\$9,697
\$0
\$35,723
\$309
\$7,771
\$1,098
\$1,684
\$1,182
\$35
\$1,533
\$69
\$242
\$19,775
\$1,001
\$1,047
\$274
\$7,288

	Facilities Infrastructure and Operations	\$77,574	\$65,229	\$45,186	i
	Acquisition Management	\$1,572	\$4,614	\$3,414	u
	Human Resources Management	\$6,452	\$6,229	\$5,884	a
	Information Security	\$2,206	\$2,877	\$2,006	o
	IT / Data Management	\$33,498	\$29,731	\$17,609	D
	Legal Advice: Environmental Program	\$1,384	\$871	\$968	a
	Legal Advice: Support Program	\$342	\$260	\$283	a
	Regional Geographic Initiatives	\$1,468	\$1,756	\$0	i
	Regional Science and Technology	\$233	\$235	\$244	i
	Science Advisory Board	\$600	\$798	\$391	e
	Small Minority Business Assistance	\$953	\$942	\$289	l
	Financial Assistance Grants / IAG Management	\$3,135	\$4,780	\$3,547	a
	Small Business Ombudsman	\$786	\$1,574	\$680	l
	Children and Other Sensitive Populations: Agency Coordination	\$1,510	\$2,886	\$703	l
	Reduce Risks from Indoor Air	\$3,829	\$6,080	\$4,278	u
	Regulatory/Economic-Management and Analysis	\$2,738	\$2,629	\$1,278	u
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$6,448	\$3,813	t
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$3,614	\$4,637	t
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$651	\$686	t
	International Sources of Pollution	\$0	\$0	\$286	e
	Trade and Governance	\$0	\$0	\$26	d
Environmental Program & Management subtotal		\$506,865	\$497,707	\$369,649	r \$
Science & Technology	Clean Air Allowance Trading Programs	\$7,624	\$8,268	\$6,147	a
	Climate Protection Program	\$7,717	\$10,822	\$6,320	m
	Congressionally Mandated Projects	\$265	\$0	\$107	g
	Drinking Water Programs	\$190	\$179	\$74	n
	Federal Support for Air Quality Management	\$1,955	\$4,323	\$2,441	e
	Federal Support for Air Toxics Program	\$972	\$1,736	\$591	e
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	Pesticides: Review / Reregistration of Existing Pesticides	\$423	\$125	\$0	t
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	Radiation: Response Preparedness	\$258	\$395	\$167	i
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	Research: Computational Toxicology	\$5,935	\$3,838	\$5,312	e
	Research: Drinking Water	\$11,085	\$12,501	\$7,674	e
	Research: Endocrine Disruptor	\$1,864	\$2,549	\$1,880	e
	Research: Environmental Technology Verification (ETV)	\$593	\$0	\$0	e
	Research: Global Change	\$4,231	\$5,401	\$4,448	e
	Research: Human Health and Ecosystems	\$46,236	\$48,617	\$35,323	e
	Research: Land Protection and Restoration	\$12,841	\$9,207	\$5,898	e
	Research: Pesticides and Toxics	\$9,587	\$4,783	\$4,645	e
	Research: SITE Program	\$191	\$0	\$0	e
	Research: Fellowships	\$1,159	\$1,555	\$259	e
	Research: Water Quality	\$16,070	\$17,263	\$16,675	e
	Facilities Infrastructure and Operations	\$13,629	\$24,082	\$24,103	i
	IT / Data Management	\$1,163	\$984	\$387	D
	Reduce Risks from Indoor Air	\$336	\$305	\$301	u
	Research: NAAQS	\$14,822	\$5,704	\$0	e
	Research: Economics and Decision Science(EDS)	\$201	\$200	\$0	e
	Research: Sustainability	\$8,159	\$6,182	\$5,030	e
	Research: Clean Air	\$0	\$14,292	\$14,671	e
	Pesticides: Protect Human Health from Pesticide Risk	\$0	\$530	\$542	t
	Pesticides: Protect the Environment from Pesticide Risk	\$0	\$257	\$478	t
	Pesticides: Realize the Value of Pesticide Availability	\$0	\$75	\$74	t
Science & Technology subtotal		\$237,443	\$257,793	\$199,384	n \$
Building and Facilities	Homeland Security: Protection of EPA Personnel and Infrastructure	\$2,338	\$3,396	\$512	d
	Facilities Infrastructure and Operations	\$5,909	\$4,273	\$1,942	i
Building and Facilities subtotal		\$8,246	\$7,669	\$2,454	d
State and Tribal Assistance Grants	Categorical Grant: Nonpoint Source (Sec. 319)	\$50	\$23	\$196	e
	Categorical Grant: Public Water System Supervision (PWSS)	\$4,036	\$5,738	\$870	e
	Categorical Grant: State and Local Air Quality Management	\$8,089	\$8,067	\$4,920	e
	Categorical Grant: Pollution Control (Sec. 106)	\$180	\$156	\$0	e
	Categorical Grant: Underground Injection Control (UIC)	\$943	\$2,808	\$1,025	e
	Categorical Grant: Pesticides Program Implementation	\$1	\$41	\$0	e
	Categorical Grant: Lead	\$1,148	\$1,681	\$705	e

	Categorical Grant: Hazardous Waste Financial Assistance	\$2,704	\$1,736	\$1,168	e
	Categorical Grant: Pesticides Enforcement	\$11	\$0	\$0	e
	Categorical Grant: Underground Storage Tanks	\$725	\$35	\$163	e
	Categorical Grant: Tribal Air Quality Management	\$25	\$310	\$58	e
	Categorical Grant: Sector Program	\$0	\$0	\$40	e
	Categorical Grant: Environmental Information	\$119	\$0	\$0	e
	Categorical Grant: Homeland Security	\$0	\$40	\$0	e
	Congressionally Mandated Projects	\$2,245	\$2,375	\$1,400	g
	Brownfields Projects	\$8,134	\$5,989	\$4,949	w
	Infrastructure Assistance: Clean Water SRF	\$21,646	\$10,229	\$4,331	r
	Infrastructure Assistance: Drinking Water SRF	\$12,501	\$12,499	\$3,466	r
	Infrastructure Assistance: Mexico Border	\$0	\$804	\$0	r
State and Tribal Assistance Grants subtotal		\$62,557	\$52,533	\$23,291	e
Leaking Underground Storage Tanks	Compliance Assistance and Centers	\$0	\$0	\$0	p
	LUST / UST	\$5,006	\$3,748	\$435	T
	LUST Cooperative Agreements	\$1,883	\$53	\$0	T
	Research: Land Protection and Restoration	\$431	\$334	\$52	e
	Central Planning, Budgeting, and Finance	\$122	\$15	\$10	t
	Facilities Infrastructure and Operations	\$47	\$65	\$22	i
	Acquisition Management	\$19	\$27	\$0	u
	IT / Data Management	\$40	\$64	\$14	D
Leaking Underground Storage Tanks subtotal		\$7,547	\$4,306	\$534	i
Oil Spill Response	Civil Enforcement	\$44	\$107	\$4	p
	Compliance Assistance and Centers	\$15	\$17	\$10	p
	Oil Spill: Prevention, Preparedness and Response	\$2,388	\$2,851	\$1,999	S
	Research: Land Protection and Restoration	\$619	\$682	\$195	e
	Facilities Infrastructure and Operations	(\$0)	\$0	\$0	i
	IT / Data Management	\$9	\$0	\$0	D
Oil Spill Response subtotal		\$3,074	\$3,657	\$2,207	p
Inspector General	Audits, Evaluations, and Investigations	\$1,636	\$5,784	\$1,139	e
Inspector General subtotal		\$1,636	\$5,784	\$1,139	e
Hazardous Substance Superfund	Civil Enforcement	\$25	\$168	\$52	r
	Compliance Assistance and Centers	\$11	\$32	\$0	p
	Compliance Incentives	\$12	\$18	\$1	p
	Compliance Monitoring	\$561	\$446	\$190	p
	Criminal Enforcement	\$172	\$192	\$178	m
	Enforcement Training	\$43	\$68	\$59	o
	Forensics Support	\$293	\$294	\$117	e
	Homeland Security: Critical Infrastructure Protection	\$45	\$136	\$45	e
	Homeland Security: Preparedness, Response, and Recovery	\$29,117	\$22,361	\$9,596	e
	Homeland Security: Protection of EPA Personnel and Infrastructure	\$637	\$585	\$0	e
	Brownfields Projects	\$300	\$0	\$0	w
	Radiation: Protection	\$29	\$235	\$168	i
	Research: Land Protection and Restoration	\$502	\$0	\$0	e
	Superfund: Emergency Response and Removal	\$178,337	\$178,082	\$104,168	e \$
	Superfund: Enforcement	\$41,841	\$44,543	\$30,867	e
	Superfund: EPA Emergency Preparedness	\$2,810	\$2,812	\$957	e
	Superfund: Federal Facilities	\$13,248	\$13,305	\$5,057	e
	Superfund: Remedial	\$465,392	\$497,625	\$267,773	e \$
	Superfund: Support to Other Federal Agencies	\$4,967	\$4,888	\$4,966	e
	Alternative Dispute Resolution	\$799	\$546	\$538	e
	Central Planning, Budgeting, and Finance	\$2,610	\$2,880	\$2,937	t
	Congressional, Intergovernmental, External Relations	\$0	\$0	\$0	g
	Exchange Network	\$1,067	\$1,267	\$707	h
	Facilities Infrastructure and Operations	\$13,913	\$15,861	\$10,020	i
	Acquisition Management	\$1,893	\$3,334	\$2,965	u
	Human Resources Management	\$1,052	\$643	\$627	a
	Information Security	\$512	\$88	\$350	o
	IT / Data Management	\$6,070	\$6,497	\$3,386	D
	Legal Advice: Environmental Program	\$143	\$177	\$78	a
	Financial Assistance Grants / IAG Management	\$340	\$465	\$399	a
	Superfund: Federal Facilities Enforcement	\$146	\$213	\$54	e
Hazardous Substance Superfund subtotal		\$766,886	\$797,762	\$446,256	r \$
Agency Total		\$1,594,254	\$1,627,210	\$1,044,913	c\$1,

Source: BAS filtering on BOC 37.

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Contract Spending 2007 - 2009 by Appropriation/IT Project (appropriated, non-Recovery Act dollars only)				
(\$ in thousands)				
		07 Final	08 Final	09 Actuals
Appropriation	Project Title	Actuals	Actuals	(as of 07/17/09)
Environmental Program & Management	Agency Non-project specific IT activities	\$307	\$85	\$0
	AIRS Facility System (AFS)	\$628	\$383	\$322
	Air Quality Subsystem (AQS)	\$69	\$831	\$455
	Clean Air Markets Division Business System (CAMDBS)	\$1	\$0	\$0
	AirNow	\$388	\$1,010	\$807
	AirQuest Data Warehouse	\$0	\$190	\$0
	Automated Security Self-Eval and Rpt Tool-ASSERT	\$800	\$856	\$324
	EPA Acquisition System (EAS)	\$591	\$3,110	\$2,381
	Webforms	\$0	\$3	\$4
	Ecostat	\$0	\$236	\$1
	Identity and Access Management (IAM)	\$275	\$289	\$565
	EPA Program for Enterprise Architecture	\$0	\$611	\$483
	Budget Automation System	\$1,092	\$359	\$400
	OCFO Reporting and Business Intelligence Tool	\$631	\$881	\$526
	Budget Planning and Accountability System	\$0	\$800	\$0
	BASINS	\$113	\$60	\$0
	Web Content Management System (WebCMS)	\$0	\$0	\$465
	EI Gateway	\$0	\$190	\$57
	Central Data Exchange (CDX) Electronic Reporting	\$8,791	\$7,252	\$5,061
	Cert of Fuel Economy Info Sys (CFEIS)	\$1	\$0	\$0
	Pesticide Registration Information System (PRISM)	\$764	\$2,330	\$1,740
	FIFRA/TSCA Tracking System	\$24	\$0	\$0
	Integrated Data for Enforcement Analysis (IDEA)	\$1,362	\$450	\$782
	National Compliance Data Base	\$24	\$30	\$0
	Permit Compliance System	\$6	\$20	\$0
	Section Seven Tracking System	\$35	\$30	\$30
	Capital Planning & Investment Control Implementation	\$0	\$502	\$198
	Chesapeake Action Plan Activity Integration Plan System	\$0	\$0	\$50
	Desktop Connectivity HQ & RT	\$0	\$2	\$0
	eCPIC	\$544	\$245	\$194
	Toxics Release Inventory Explorer (TRI Explorer 2)	\$567	\$121	\$0
	Toxics Release Inventory - Made Easy Web	\$499	\$898	\$0
	IT Governance Support System (ITGSS)	\$298	\$554	\$76
	EPA Personnel Access and Security System (EPASS)	\$881	\$5,410	\$4,949
	Office of Administration and Resources Management DataMart	\$440	\$270	\$468
	Enterprise Information System Security (EISS)	\$10	\$0	\$0
	Emissions Inventory System (EIS)	\$2,665	\$600	\$1,490
	Architecture Repository and Tool (ART)	\$0	\$71	\$34
	Electronic Forms	\$169	\$0	\$0
	ECOTOX	\$885	\$950	\$1,022
	Systems of Registries (SoR)	\$949	\$819	\$1,006
	Envirofacts	\$0	\$800	\$240
	EPA's Payroll System	\$20	\$0	\$0
	Enterprise Content Management System (ECMS)	\$1,908	\$1,329	\$816
	Enterprise Architecture and Planning	\$3,149	\$1,934	\$794
	EZ Hire	\$112	\$233	\$257
	eBeaches	\$143	\$25	\$0
	Drinking Water Research Information Network	\$15	\$0	\$0
	Cleanups in My Community	\$170	\$532	\$100
	Portal/ETL Tool (PETL)	\$2,036	\$2,318	\$480
	OCFO Financial Replacement COTS	\$1,587	\$2,600	\$12,588
	FOIAXpress	\$163	\$282	\$170
	Facilities Registration System (FRS)	\$516	\$584	\$273
	Financial Application Integration	\$0	\$0	\$1
	eGOV/lob External Payments (E-GOV\$)	\$1,071	\$1,417	\$1,324
	Electronic Report on the Environment (e-ROE)	\$203	\$0	\$0
	Toxics Release Inventory Processing System	\$700	\$0	\$0
	Window to Research and Analytical Products (WRAP)	\$158	\$32	\$0
	Administrator's Quarterly Management Report (AQMR)	\$264	\$73	\$0
	EnviroFacts II	\$409	\$5	\$0
	AQS DataMart	\$46	\$45	\$168
	Assessment Total Maximum Daily Loads Tracking Implementation Sys (ATTAINS)	\$620	\$319	\$416
	Underground Injection Control	\$0	\$219	\$319
	Natl Geospatial Program	\$1,521	\$1,399	\$1,147
	Reg Geographic Info Sys Support	\$1,202	\$805	\$544
	Section 319 Grant Reporting and Tracking System	\$302	\$383	\$0
	High Production Volume Information System (HPVIS)	\$325	\$164	\$203
	People Plus - (HR-Pro)	\$1,203	\$2,057	\$1,514
	Agency IT Security Program (AITSP)	\$849	\$881	\$1,230
	Integrated Compliance Info System (ICIS)	\$7,922	\$7,241	\$6,216

Contract Spending 2007 - 2009 by Appropriation/IT Project (appropriated, non-Recovery Act dollars only)				
(\$ in thousands)				
		07 Final	08 Final	09 Actuals
Appropriation	Project Title	Actuals	Actuals	(as of 07/17/09)
	Integrated Contracts Mgt Sys	\$392	\$284	\$195
	Integrated Grants Management System (IGMS)	\$891	\$795	\$781
	Internet O&M Enhancements (IOME)	\$651	\$859	\$612
	IIP	\$37	\$0	\$0
	Integrated Resource Mgmt System-IRMS	\$278	\$416	\$146
	Integrated Strategic Tracking and Recruiting-iSTAR	\$323	\$0	\$0
	Long Term 2 Enhanced Surf H2O Trtmt Rule Data Collect Sys	\$345	\$0	\$20
	OCFO Administrative Data Warehouse	\$1,015	\$1,362	\$1,104
	OECA Legacy Sys Support	\$30	\$0	\$0
	Manage Toxic Substances	\$1,801	\$1,650	\$174
	National Emissions Inventory Database (NEI)	\$140	\$212	\$50
	National Hydrography Dataset (NHD)	\$845	\$847	\$320
	Clean Watersheds Needs Survey (CWNS)	\$1,198	\$635	\$152
	National Environmental Publications and Info Sys (NEPIS)	\$378	(\$2)	\$0
	Office of Pesticide Programs Information Network (OPPIN)	\$546	\$1,547	\$1,128
	Assessment Cleanup and Redevelopment Exchange Sys (ACRES)	\$1,040	\$1,064	\$899
	Integrated HR Time and Attendance & Payroll	\$2,516	\$627	\$806
	Pesticides Program Website	\$0	\$0	\$0
	OAR Internet Support	\$496	\$633	\$643
	Resource Conservation and Recovery Act Info (RCRAInfo)	\$838	\$881	\$569
	E-Rulemaking (ERule)	\$1,073	\$464	\$1,201
	RACT,BACT,LEAR CLEAR HSE-RBLC	\$16	\$262	\$270
	Systems for Risk Management Plans (SRMP)	\$0	\$750	\$0
	Storage and Retrieval Information System (STORET)	\$1,717	\$839	\$524
	Safe Drinking Water Replacement System	\$3,856	\$1,132	\$950
	Technology Infrastructure and Modernization (TIM)	\$27,985	\$22,327	\$14,467
	Small Other Projects	\$3,929	\$3,753	\$2,566
	Strategic Lease and Asset Tracking Enterprise (SLATE)	\$0	\$152	\$68
	Paperwork Reduction Act Management System (PRAMS)	\$129	\$105	\$175
	Office of Administrative Services Information System	\$619	\$1,376	\$455
	Water Geoservices	\$80	\$100	\$0
	Travel Manager	\$64	\$14	\$0
	Toxic Rel Inv Made Easy	(\$0)	\$78	\$0
	Toxic Chem Rel Inv	(\$0)	\$1,026	\$0
	TIMS/Tribal Info Mgmt Sys	\$300	\$734	\$479
	Toxics Release Inventory Explorer (TRI Explorer)	\$121	\$391	\$281
	Program tracking, Advisories, Water quality standards, and Nutrients	\$75	\$25	\$0
	Safe Drinking Water Accession and Review System (SDWARS)	\$0	\$0	\$129
	State Water Quality Assessment Database	\$0	\$64	\$25
	Wetlands Information Layer (WIL)	\$0	\$60	\$0
	UNIX Computer System	\$1	\$7	\$0
	Water Quality Standards Information and Tracking System (WQSITS)	\$115	\$59	\$0
	Web Reach Indexing Tool	\$0	\$100	\$0
	Waste International Tracking System (WITS)	\$266	\$92	\$0
	Web 2.0 Applications	\$0	\$0	\$112
Environmental Program & Management subtotal		\$104,526	\$101,840	\$81,990
Science & Technology	Air Quality Subsystem (AQS)	\$0	\$100	\$0
	Clean Air Markets Division Business System (CAMDBS)	\$0	\$206	\$0
	Lakes Analysis and Mapping System (LAMS)	\$404	\$359	\$216
	Cert of Fuel Economy Info Sys (CFEIS)	\$966	\$0	\$0
	Pesticide Registration Information System (PRISM)	\$0	\$75	\$0
	Fuel Reporting Database (DCFUEL)	\$0	\$731	\$1,452
	Emissions Inventory System (EIS)	\$0	\$1,249	\$0
	ECOTOX	\$487	\$716	\$450
	Environmental Information Mgmt System (EIMS)	\$0	\$149	\$148
	Enterprise Architecture and Planning	\$77	\$2	\$1
	Environmental Radiation Ambient Monitoring System-ERAMS	\$1	\$0	\$0
	EMAP Surface Waters	\$140	\$313	\$0
	Environmental Monitoring and Assessment Program (EMAP)	\$887	\$620	\$0
	Emissions Modeling Framework (EMF)	\$0	\$0	\$166
	Integrated Risk Information System (IRIS)	\$389	\$289	\$0
	Motor Vehicles Emission Simulator (MOVES)	\$223	\$369	\$296
	NEIC LAN	\$41	\$16	\$27
	ORD Mgt Info System (OMIS)	\$113	\$90	\$250
	OAR Internet Support	\$267	\$319	\$33
	E-Rulemaking (ERule)	\$42	\$0	\$0
	Technology Infrastructure and Modernization (TIM)	\$21,962	\$19,621	\$17,780
	Small Other Projects	\$4,721	\$5,191	\$4,655
	Environmental Science Connector (ESC)	\$121	\$191	\$130
	UNIX Computer System	\$7	\$0	\$0

Contract Spending 2007 - 2009 by Appropriation/IT Project (appropriated, non-Recovery Act dollars only)				
(\$ in thousands)				
		07 Final	08 Final	09 Actuals
Appropriation	Project Title	Actuals	Actuals	(as of 07/17/09)
	VERIFY	\$2,007	\$2,639	\$820
Science & Technology subtotal		\$32,853	\$33,245	\$26,423
Building and Facilities	EPA Personnel Access and Security System (EPASS)	\$0	\$20	\$28
	Technology Infrastructure and Modernization (TIM)	\$20	\$0	\$0
	Strategic Lease and Asset Tracking Enterprise (SLATE)	\$0	\$0	\$210
Building and Facilities subtotal		\$20	\$20	\$238
State and Tribal Assistance Grants	Clean Air Markets Division Business System (CAMDBS)	\$0	\$940	\$160
	Reg Geographic Info Sys Support	\$1	\$0	\$5
	Technology Infrastructure and Modernization (TIM)	\$37	\$28	\$37
	Small Other Projects	\$122	\$125	\$129
State and Tribal Assistance Grants subtotal		\$160	\$1,094	\$331
Leaking Underground Storage Tanks	EPA's Payroll System	\$0	\$0	\$0
	Reg Geographic Info Sys Support	\$0	\$8	\$0
	Integrated HR Time and Attendance & Payroll	\$112	\$10	\$5
	Technology Infrastructure and Modernization (TIM)	\$33	\$48	\$15
Leaking Underground Storage Tanks subtotal		\$146	\$67	\$20
Oil Spill Response	Reg Geographic Info Sys Support	\$28	\$30	\$0
Oil Spill Response	Technology Infrastructure and Modernization (TIM)	\$65	\$39	\$5
Oil Spill Response	Small Other Projects	\$0	\$0	\$100
Oil Spill Response subtotal		\$93	\$68	\$105
Inspector General	Technology Infrastructure and Modernization (TIM)	\$415	\$452	\$278
Inspector General subtotal		\$415	\$452	\$278
Hazardous Substance Superfund	Agency Non-project specific IT activities	\$12	\$0	\$0
	Automated Security Self-Eval and Rpt Tool-ASSERT	\$0	\$0	\$80
	EPA Acquisition System (EAS)	\$171	\$1,567	\$1,664
	Superfund Enterprise Management System (SEMS)	\$318	\$1,028	\$1,979
	Ecostat	\$0	\$64	\$0
	Identity and Access Management (IAM)	\$0	\$3	\$143
	EPA Program for Enterprise Architecture	\$0	\$153	\$123
	Budget Automation System	\$235	\$25	\$100
	OCFO Reporting and Business Intelligence Tool	\$158	\$220	\$132
	Budget Planning and Accountability System	\$0	\$200	\$0
	Central Data Exchange (CDX) Electronic Reporting	\$629	\$1,116	\$707
	Computer Aided Mgmt of Emergency Operation (CAMEO)	\$0	\$350	\$0
	Comprehensive Environmental Response (CERCLIS)	\$4,017	\$2,856	\$2,108
	Integrated Data for Enforcement Analysis (IDEA)	\$1	\$183	\$0
	Capital Planning & Investment Control Implementation	\$0	\$126	\$50
	eCPIC	\$258	\$45	\$48
	Office of Administration and Resources Management DataMart	\$286	\$309	\$196
	Architecture Repository and Tool (ART)	\$0	\$0	\$9
	Electronic Forms	\$42	\$0	\$0
	ECOTOX	\$0	\$0	\$196
	Systems of Registries (SoR)	\$151	\$166	\$0
	Envirofacts	\$0	\$73	\$69
	EPA's Payroll System	\$5	\$0	\$0
	Enterprise Content Management System (ECMS)	\$603	\$336	\$199
	Enterprise Architecture and Planning	\$674	\$1,112	\$305
	Emergency Response and COOP	\$1	\$1	\$0
	EZ Hire	\$45	\$52	\$39
	Emergency Response Notification System (ERNS)	\$300	\$200	\$0
	Cleanups in My Community	\$170	\$374	\$98
	Emergency Management Portal (EMP)	\$3,453	\$2,475	\$2,405
	Portal/ETL Tool (PETL)	\$25	\$52	\$92
	OCFO Financial Replacement COTS	\$399	\$668	\$1,407
	FOIAExpress	\$30	\$44	\$0
	Facilities Registration System (FRS)	\$123	\$74	\$0
	Financial Application Integration	\$0	\$0	\$0
	eGOV/lob External Payments (E-GOV\$)	\$0	\$83	\$86
	Administrator's Quarterly Management Report (AQMR)	\$66	\$0	\$0
	EnviroFacts II	\$80	\$0	\$0
	Natl Geospatial Program	\$37	\$34	\$0
	Reg Geographic Info Sys Support	\$648	\$1,668	\$365
	People Plus - (HR-Pro)	\$241	\$239	\$313
	Agency IT Security Program (AITSP)	\$172	\$0	\$167
	Integrated Compliance Info System (ICIS)	\$266	\$264	\$0
	Integrated Contracts Mgt Sys	\$786	\$573	\$270
	Integrated Grants Management System (IGMS)	\$95	\$13	\$20
	Internet O&M Enhancements (IOME)	\$128	\$23	\$0
	Institutional Control Tracking System	\$150	\$1,104	\$0
	OCFO Administrative Data Warehouse	\$238	\$340	\$270

Contract Spending 2007 - 2009 by Appropriation/IT Project (appropriated, non-Recovery Act dollars only) (\$ in thousands)				
Appropriation	Project Title	07 Final Actuals	08 Final Actuals	09 Actuals (as of 07/17/09)
	NEIC LAN	\$7	\$2	\$4
	Integrated HR Time and Attendance & Payroll	\$884	\$219	\$254
	OSWER NOTES	\$1	\$0	\$0
	OERR WorkNet Intranet (OERRWA)	\$906	\$1,089	\$171
	SCRIBE	\$124	\$124	\$0
	Superfund eFacts	\$500	\$500	\$0
	Superfund NLP Assessment Program (SNAP)	\$47	\$0	\$0
	Resource Conservation and Recovery Act Info (RCRAInfo)	\$0	\$1	\$0
	SF Cost Recovery Imaging	\$510	\$561	\$514
	Superfund Document Management System (SDMS)	\$4,065	\$2,933	\$1,263
	Safe Drinking Water Fed	\$0	\$40	\$0
	Superfund Rec Center-Inactive	\$20	\$17	\$0
	Technology Infrastructure and Modernization (TIM)	\$10,228	\$9,610	\$3,784
	Small Other Projects	\$671	\$901	\$175
	Strategic Lease and Asset Tracking Enterprise (SLATE)	\$0	\$5	\$14
	Paperwork Reduction Act Management System (PRAMS)	\$0	\$20	\$0
	Office of Administrative Services Information System	\$145	\$137	\$90
	Web Emergency Operations Center (WebEOC)	\$544	\$395	\$0
	TIO/Clu In	\$0	\$0	\$60
	Travel Manager	\$18	\$4	\$0
	WasteLAN	\$597	\$89	\$0
Hazardous Substance Superfund subtotal		\$34,275	\$34,857	\$19,969
Agency Total		\$172,486	\$171,643	\$129,355

Source: BAS filtering on BOC 37.

To: "Richard Windsor" [Windsor.Richard@epamail.epa.gov]
From: CN=David McIntosh/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 2:11:30 AM
Subject: Fw: clearing LRM [EHF-111-137] AGRICULTURE Testimony on HR2454 American Clean Energy and Security Act of 2009
Secretary Senate Ag testimony 072109 FINAL clean.doc

The final USDA written statement is attached.

From: Patricia Haman
Sent: 07/21/2009 10:06 PM EDT
To: David McIntosh
Cc: Josh Lewis
Subject: Fw: clearing LRM [EHF-111-137] AGRICULTURE Testimony on HR2454 American Clean Energy and Security Act of 2009

Here you go.

From: "Fitter, E. Holly" [Personal Privacy]
Sent: 07/21/2009 10:01 PM AST
To: "Sunstein, Cass R." [Personal Privacy]; "Fitzpatrick, Michael A." [Personal Privacy]; "Neyland, Kevin F." [Personal Privacy]; "Zichal, Heather R." [Personal Privacy]; "Ericsson, Sally C." [Personal Privacy]; "Aldy, Joseph E." [Personal Privacy]; "Bonnie, Robert" <Robert.Bonnie@osec.usda.gov>
Cc: "Jukes, James J." [Personal Privacy]; "Burnim, John D." [Personal Privacy]; "Hertz, Jessica R." [Personal Privacy]; "Mancini, Dominic J." [Personal Privacy]; "Malanoski, Margaret A." [Personal Privacy]; "Frey, Nathan J." [Personal Privacy]; "Laity, James A." [Personal Privacy]; "Clark, Michael C." [Personal Privacy]; "Erbach, Adrienne C." [Personal Privacy]; "Pasquantino, John" [Personal Privacy]; "Kubista-Hovis, Kristi S." [Personal Privacy]; "Wolverton, Maryann" [Personal Privacy]; "Greenstone, Michael B." [Personal Privacy]; "DL-CEQ-LRM" [Personal Privacy]; Group Epalrm; "Kolak, Jonathan J." [Personal Privacy]; "DeCola, Philip L." [Personal Privacy]; "DL-OSTP-LRM" [Personal Privacy]; "Bonnie, Robert" <Robert.Bonnie@osec.usda.gov>; <Jackie.Davis-Slay@osec.usda.gov>; "Bordoff, Jason E." [Personal Privacy]; Josh Lewis; Patricia Haman; <William.Pizer@do.treas.gov>; <Judson.Jaffe@do.treas.gov>; <LLR@do.treas.gov>
Subject: RE: clearing LRM [EHF-111-137] AGRICULTURE Testimony on HR2454 American Clean Energy and Security Act of 2009

attached is the cleared clean USDA statement. Thanks to all for hanging in.

To: CN=Craig Hooks/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;"Maryann Froehlich"
[Froehlich.Maryann@epamail.epa.gov]; Maryann Froehlich"
[Froehlich.Maryann@epamail.epa.gov]; Richard Windsor" [windsor.richard@epa.gov]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 12:03:03 PM
Subject: Re: Eyes-Only Deliberative Material - No forwarding or sharing

Understood. Sorry to disturb the tranquility of your vacation! Put it down for now. We'll work it out when you get back. Cheers, Scott

From: Craig Hooks/DC/USEPA/US
To: Scott Fulton/DC/USEPA/US@EPA
Cc: "Richard Windsor" <windsor.richard@epa.gov>, Diane Thompson/DC/USEPA/US@EPA,
"Maryann Froehlich" <Froehlich.Maryann@epamail.epa.gov>
Date: 07/22/2009 07:56 AM
Subject: Re: Eyes-Only Deliberative Material - No forwarding or sharing

Thx, Scott. While I'm on vacation and won't be there for the mtg on Thursday, I do feel compelled to respond to this message and remind you that

Deliberative

Deliberative

I am checking my bb periodically or you call always call me if you have additional questions. Thx.

----- Original Message -----

From: Scott Fulton
Sent: 07/21/2009 06:58 PM EDT
To: Craig Hooks; Cynthia Giles; Gina McCarthy; Mathy Stanislaus; mdpnyc@yahoo.com; Steve Owens
Cc: Bob Sussman; Diane Thompson; Marcia Mulkey; Maryann Froehlich; Scott Fulton; Richard Windsor;
Seth Oster; David McIntosh; Lisa Heinzerling
Subject: Eyes-Only Deliberative Material - No forwarding or sharing

Hi Folks: There has been a fair amount of movement on the budget since the last time that we spoke, and I wanted to bring you up to speed and preview for you what will be shared with the broader leadership team before and at the Senior Leadership Team (SLT) meeting on the 23rd. This note reflects the Administrator's thoughts, at least this stage of the process. Nothing is yet set in stone, and we understand that additional thoughts and perspectives may need to be brought to bear before we're finished here. Please reserve this message for your own review and do not share it further. Your Deputies (or Deputy stand-ins) will get a packet tomorrow, as will you, that includes the information that will be discussed at the meeting. Here's where we are:

Deliberative

Until soon,
Scott

[attachment "Straw_List_of_Redirections_7_21_2009_1801.pdf" deleted by Craig Hooks/DC/USEPA/US]

**STATEMENT OF THOMAS VILSACK
SECRETARY OF AGRICULTURE
BEFORE THE SENATE AGRICULTURE COMMITTEE**

JULY 22, 2009

Mr. Chairman, Ranking Member Chambliss, and members of the Committee, I appreciate the opportunity to discuss with you today the role of agriculture and forestry in global warming legislation. I am pleased to be here today with Administrator Jackson and Dr. Holdren.

Climate change is one of the great challenges facing the United States and the world. The President believes it is important that America show international leadership on climate change. I want to commend the House of Representatives for taking a critical step towards the passage of comprehensive energy and climate legislation. The Administration looks forward to working with the Senate to craft legislation that creates jobs, reduces our dependence on oil, increases national security, and reduces the risks associated with climate change while also promoting economic growth.

Climate change has enormous implications for farmers, ranchers and forest landowners. Drought, more intense weather events, forest fires, and insect and disease outbreaks are just some of the potential effects of a warming climate that could subject landowners and rural communities to enormous potential costs. For example, the U.S. Climate Change Science Program and Subcommittee on Global Climate Change Research reported that forest landowners are seeing the impacts of climate change on the health and productivity of our forests.

At the same time, farmers, ranchers and forest landowners have a very important role to play in addressing global warming. In fact, by effectively exploiting opportunities within the agriculture and forestry sectors, we can significantly reduce the cost of meeting our climate policy goals.

I believe there are significant opportunities for landowners in a cap and trade program that can help revitalize rural America through the creation of jobs and wealth. The production of low carbon energy from biomass, anaerobic digesters and wind will provide landowners with new sources of revenue that have significant value in a low-carbon economy. There are also options for landowners to reduce their energy expenditures. USDA is already working with landowners to reduce energy costs and improve profitability.

A robust carbon offsets market will also provide farmers, ranchers and forest landowners with the potential for new sources of income. Rural communities could in turn benefit from jobs created to implement conservation practices and measure and monitor carbon offset activities. To be effective in addressing climate change, the offsets market will need to accomplish two goals. First, the offsets market must be large, with thousands of

participating landowners. To get to scale, the market will require an infrastructure of people and agencies that can encourage landowner participation, provide information to landowners, manage data and resources, and maintain records and registries. Second, ensuring that agricultural and forest offsets provide real and verifiable greenhouse gas reductions is critical to not only addressing climate change but to maintaining public confidence in the carbon offset program as well.

Implementing an offsets market will require a partnership of several Federal agencies, including USDA, EPA, the Department of Interior and others. USDA has many assets that we can bring to bear, including a network of field staff across the country, and greenhouse gas management experience with croplands, rangelands, forests and livestock.

Even with these opportunities, many in the agricultural and forestry community are concerned about the potential costs of climate change legislation. At USDA, we hear these concerns loud and clear. And, I know all of you are hearing from the farmers, ranchers and forest landowners in your states about the potential costs of climate change legislation.

Although we realize there are a variety of specific approaches that can be used to achieve clean energy and climate goals, over the last several weeks, USDA has analyzed costs and benefits of the House-passed climate legislation for agriculture. Our analysis demonstrates that the economic opportunities for farmers and ranchers can potentially outpace – perhaps significantly – the costs from climate legislation.

Of course, any analysis of the implications of climate change legislation, including our analysis of HR 2454, shows that the farm sector will experience both costs and benefits. Agriculture is an energy intensive sector with row crop production particularly affected by energy price increases. For example, fertilizer and fuel costs account for 50 to 60 percent of variable costs of production for corn.

USDA's preliminary analysis of costs and benefits on the agricultural sector uses energy price and other information contained in EPA's recent analysis of HR 2454. Let's first look at the cost side. Increases in fuel prices are expected to raise overall annual average farm expenses by about \$700 million between 2012 and 2018, or about 0.3%. Annual net farm income as a result of these higher energy prices is expected to fall by about 1 percent. These estimates assume that in the short term farmers are unable to make changes in input mix in response to higher fuel prices—so they likely overestimate the costs to farmers. Fertilizer prices will likely show little effect until 2025 because of the HR 2454's provision to help energy-intensive, trade exposed industries mitigate the burden that the emissions caps would impose.

The agriculture sector also will benefit directly from allowance revenues allocated to finance incentives for renewable energy and agricultural emissions reductions during the first five years of the HR 2454 cap and trade program. Funds for agricultural emissions

reductions are estimated to range from about \$75 million to \$100 million annually from 2012-2016.

To evaluate the potential impact on the agricultural sector further out in time, we first examine a simple case that allows producers to change the crops they grow but not how they produce them. This approach is conservative given the observation that energy per unit of output has drastically declined over the last several decades. Nevertheless, the estimated impact of the cap and trade provision of HR2454 implies a decline of annual net farm income of \$2.4 billion, or 3.5%, in 2030 and \$4.9 billion, or 7.2%, in 2048. These estimates are likely an upper bound on the costs, because they fail to account for farmer's proven ability to innovate in response to changes in market conditions.

The medium to long term analyses are conservative given the observation that energy use per unit of output has declined significantly over the past several decades. Because of this, our estimates are likely an upper bound estimate on the costs because they fail to account for farmers' ability to fully respond to changes in market conditions. Our analysis is also conservative because it doesn't account for revenues to farmers from biomass production for bioenergy. A number of studies have examined the effects of higher energy costs with models that allow for expected changes in production management practices and switching to bioenergy crops.¹ Based on the analysis of Schneider and McCarl, for example, allowing for changes in input mix and revenues from biomass production - but without accounting for income from offsets -, it is estimated that annual net farm income would increase in 2030 by about \$0.6 billion or less than 1 percent. By 2045, annual net farm income is estimated to increase by more than \$2 billion or 2.9%.

HR 2454's creation of an offset market will create opportunities for the agricultural sector. In particular, our analysis indicates that annual net returns to farmers range from about \$1 billion per year in 2015-20 to almost \$15-20 billion in 2040-50, not accounting for the costs of implementing offset practices. EPA has conducted its own analysis of returns from offsets that take into account the costs of implementing land management practices. EPA's analysis projects annual net returns to farmers of about \$1-2 billion per year from 2012-18, rising to \$20 billion per year in 2050. It's important to note that EPA's analysis includes revenue generated from forest management offsets while USDA's does not.

So, let me be clear about the implications of this analysis. In the short term, the economic benefits to agriculture from cap and trade legislation will likely outweigh the costs. In the long term, the economic benefits from offsets markets easily trump increased input costs from cap and trade legislation. Let me also note that we believe these figures are conservative because we aren't able to model the types of technological change that are very likely to help farmers produce more crops and livestock with fewer inputs. Second, the analysis doesn't take into account the higher commodity prices that farmers will very likely receive as a result of enhanced renewable energy markets and

¹ For example, see Schneider, Uwe A. and Bruce A. McCarl. "Implications of a Carbon-Based Energy Tax for U.S. Agriculture." *Agricultural and Resource Economics Review* 34/2 (October 2005): 265-279.;

retirement of environmentally sensitive lands domestically and abroad. Of course, any economic analysis such as ours has limitations. But, again, we believe our analysis is conservative – it's quite possible farmers will actually do better.

What does this mean for the individual farmer? A Northern Plains wheat producer, for example, might see an increase of \$.80 per acre in costs of production by 2020 due to higher fuel prices. Based on a soil carbon sequestration rate of 0.4 tons per acre and a carbon price of \$16 per ton, a producer could mitigate those expenses by adopting no-till practices and earning \$6.40 per acre. So, this wheat farmer does better under the House passed climate legislation than without it. And, it's quite possible that this wheat farmer could do even better if technologies and markets progress in such a way that allows for the sale of wheat straw to make cellulosic ethanol.

We recognize that climate legislation will affect different landowners in different ways. This is an important point. USDA can help smooth this transition by using our Farm Bill conservation programs to assist landowners in adopting new technologies and stewardship practices. It is also worth noting that the House bill includes important provisions regarding how to adapt and increase resiliency to climate change impacts, which will be important for our nation's farmers, ranchers and forest landowners. Ensuring that landowners and communities have the tools and information they need to adapt to climate change is a priority for this Administration.

In conclusion, I want to thank this Committee for its interest and involvement in this issue. The leadership you provide will help farmers, ranchers and forest landowners participate in and benefit from climate legislation. The participation of rural landowners is, I believe, vitally important to the success of any cap and trade program. USDA looks forward to working with you as we move forward.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Aaron Dickerson/OU=DC/O=USEPA/C=US@EPA;CN=Eric Wachter/OU=DC/O=USEPA/C=US@EPA;CN=Robert Goulding/OU=DC/O=USEPA/C=US@EPA;gage.katharine@epa.gov[]; N=Eric Wachter/OU=DC/O=USEPA/C=US@EPA;CN=Robert Goulding/OU=DC/O=USEPA/C=US@EPA;gage.katharine@epa.gov[]; N=Robert Goulding/OU=DC/O=USEPA/C=US@EPA;gage.katharine@epa.gov[]; age.katharine@epa.gov[]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 12:44:23 PM
Subject: Fw: Health Care TPs
[HEALTH CARE QA abbrev 07-21-09.doc](#)
[Health Care TALKING POINTS 07-21-09.pdf](#)
www.healthreform.gov

FYI

Aaron, please print a copy of the talking points for the Adm.

Others--please make sure this info and the relevant state material is in all trip books.

DT

Diane E. Thompson
Chief of Staff
U. S. Environmental Protection Agency
202-564-6999
----- Forwarded by Diane Thompson/DC/USEPA/US on 07/22/2009 08:41 AM -----

From: "Lu, Christopher P." [Personal Privacy]
To: "Lu, Christopher P." [Personal Privacy]; "Smith, Elizabeth S." [Personal Privacy]; "Kimball, Astri B." [Personal Privacy]; "Hurlbut, Brandon K." [Personal Privacy]; "French, Michael J." [Personal Privacy]; "Milakofsky, Benjamin E." [Personal Privacy]
Date: 07/22/2009 08:10 AM
Subject: Health Care TPs

Dear Chiefs of Staff:

Attached are talking points and a Q&A document on health care reform. Your principals should acquaint themselves with this, and look for opportunities to push our health care message in their public appearances.

In addition, when your principals are doing events around the country, you can find the health care statistics for all 50 states at www.healthreform.gov

As always, let me know if you have questions.

--Chris

To: windsor.richard@epa.gov[]
Cc: "Diane Thompson" [Thompson.Diane@epamail.epa.gov]; Allyn Brooks-LaSure" [brooks-lasure.allyn@epa.gov]
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 1:12:53 PM
Subject: Fw: Sierra Club Applauds EPA's Jackson for Encouraging Diversity
[View a web version of this email.](#)
[Press Room: For Immediate Release](#)
[National Environmental Justice Advisory Council](#)
[Environmental Justice & Community Partnerships](#)
[Building Bridges to the Outdoors](#)
[Sierra Student Coalition](#)
[Sierra Club Inner City Outings](#)
<http://www.sierraclub.org/diversity>
[Click here to sign up for Raw](#)
[\(embedded image\)](#)
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[\(embedded image\)](#)

Fyi.

----- Original Message -----

From: Amy Dewey
Sent: 07/22/2009 09:02 AM EDT
To: Alison Davis; John Millett; Michael Thiem; Robert Goulding; Cathy Milbourn; Allyn Brooks-LaSure; David Cohen; Joyce Frank; Adora Andy; Seth Oster
Cc: Doretta Reaves; Lina Younes; Bonnie Piper; Jean Harding; Sarah Auerbach; Roger Campbell; John Larmett; Charles Lee
Subject: Fw: Sierra Club Applauds EPA's Jackson for Encouraging Diversity
Good News, Amy

Amy H. Dewey

[View a web version of this email.](#)

July 21, 2009

Contact: Oliver Bernstein, Deputy Press Secretary for Diversity Programs, 512.477.2152
Sierra Club Applauds EPA Administrator Jackson for Encouraging the Environmental Movement to Diversify
Sierra Club Proud to Already be a Leader in Promoting Diversity, Supporting Communities
Washington, D.C. -- Sierra Club applauds Environmental Protection Agency (EPA) Administrator Lisa Jackson's call today for greater diversity in the environmental movement and takes pride in our leadership on these issues. Speaking to the National Environmental Justice Advisory Council, Administrator Jackson said that environmentalism does not come in any one shape, size or look and that environmentalism is also about protecting people in the places where they live, work and raise families.

"We applaud Administrator Jackson's call for the environmental movement to better reflect the diversity of all Americans, and we are proud that Sierra Club has such successful diversity programs already established," said Sierra Club President Allison Chin. "Now, with the leadership of a diversity council and my election as our first Asian-American president, Sierra Club is committed to becoming an even more welcoming and inclusive organization."

Through programs that support and enlist people from all different backgrounds, the Sierra Club has been a leader in promoting diversity and supporting local residents of all backgrounds. Sierra Club shares Administrator Jackson's vision that the environmental movement must better reflect the overall population.

"The environmental movement should belong to anyone who wants clean air, clean water and a healthy planet for their families," said Leslie Fields, Director of the Sierra Club's Environmental Justice and Community Partnerships program. "All too often people face disproportionate risks of harm because of their demographic characteristics or economic condition, and we applaud Administrator Jackson for her sincere leadership in supporting more diversity in the environmental movement so all people can have a voice."

Sierra Club programs that might serve as models of diversity outreach include:

- *The Environmental Justice & Community Partnerships program, which empowers low-income communities and people of color in Central Appalachia, Detroit, Flagstaff, New Orleans, El Paso, New Orleans, Minneapolis, Puerto Rico, Washington, DC. When invited in, homegrown Sierra Club community organizers work with community members to help them achieve their goals and improve quality of life.

- *The Building Bridges to the Outdoors program, in which Sierra Club offers at-risk youth their first wilderness experiences. Urban high school students from Los Angeles who have never seen the stars before escape the smog of the city and get back to nature, where they can breathe clean air and learn about their environment.

- *The youth-run Sierra Student Coalition trains, empowers and organizes young people to run effective campaigns that result in tangible environmental victories and that develop leaders for the environmental movement. With more than 250 groups nationwide, the Coalition develops environmental leaders through an award-winning grassroots training programs and works to make sure students have a voice in the environmental movement.

- *The Sierra Club Inner City Outings program introduces approximately 12,000 young people each year to the wonders of nature through nearly 800 outings and service projects -- from kayaking in Florida, to backpacking in California, to tree-planting in Pennsylvania. Many participants credit the program with helping them to succeed in school and fulfill their dreams.

For more information about Sierra Club's diversity programs, go to: <http://www.sierraclub.org/diversity>

###

HEALTH INSURANCE REFORM TALKING POINTS

HEALTH INSURANCE STATUS QUO IS THREATENING THE HEALTH CARE SECURITY AND STABILITY FAMILIES VALUE.

- With each passing day, more and more Americans are unable to get the health care they need, when they need it.
- More and more Americans are denied quality affordable health care because of insurance companies who refuse coverage when it's most needed, by soaring co-pays and deductibles that take a bigger bite out of family budgets as insurance covers less, and because they or their employer can't afford coverage at all because of crushing health insurance premiums.

UNLESS WE ACT NOW, THESE PROBLEMS ARE GUARANTEED TO GET WORSE AND WORSE, AND EACH YEAR MILLIONS MORE AMERICANS WILL FIND THEMSELVES UNABLE TO GET THE HEALTH CARE THE NEED.

- Every day that goes by, 14,000 people lose their health insurance.
- Premiums for employer-provided coverage have doubled over the last 9 years -- a rate 3 times faster than wages.
- Small businesses and their workers are suffering. 16 years ago, 61 percent of small businesses offered health care to their employees. Today, only 38 percent do.
- If we do nothing, in 30 years, one third of our economy will be tied up in the health care system.
- If we do nothing, health expenditures in the U.S. could grow from \$2.5 trillion in 2009 to more than \$7 trillion in 2025.

WHAT AMERICANS GET FROM HEALTH INSURANCE REFORM.

The health insurance reform legislation that the President and Congress are working to pass will reduce the soaring cost of health care and will make sure that every American can get affordable health insurance coverage that will allow them and their families to get the health care they need.

- Under health insurance reform, any American who is satisfied with the health plan they have can keep it.
- Reform also will bring stability and security to all Americans, who no longer will have to fear losing health coverage if they lose or switch jobs, become seriously ill or have a pre-existing medical condition.
- It will create incentives to reward doctors for better health outcomes, not just additional or more expensive tests and treatments.
- Under health insurance reform, nothing will get between patients' and doctors' decisions about what care is best. Not the government and not insurance companies.

- Health insurance reform keeps government out of care decisions by letting Americans keep their insurance if they're happy with it. And it keeps insurance company bureaucrats from deciding what care a patient can get by making sure that all insurance plans provide the basic care that patients need.

WHAT HEALTH INSURANCE REFORM DOES?

“Stable Costs, Secure Choices, Quality Care”

Health insurance reform will lower costs:

- Creates a system that helps to prevent illness and disease instead of just treating it when it's too late and costs more.
- Reduces health care fraud, waste and abuse and overpayments to insurance companies that accounts for \$60 billion in health care spending today.
- Caps out-of-pocket limits that will help ensure that families don't go bankrupt because of illness.
- Virtually eliminates the cost of uncompensated care, which costs Americans who do have insurance more than \$1,000 each year.
- Controls the cost of public programs like Medicare and Medicaid and helps to rein in the deficit.
- Lets small businesses and individuals join purchasing pools giving them the lower costs from the benefit of large group rates.

Health insurance reform will improve choices:

- Today, most Americans get insurance through their employer and many are satisfied with the plan they have. If you like what you have, you can keep it.
- Provides insurance security that ensures that families always have guaranteed choices of quality, affordable health insurance even when someone loses a job, switches jobs, moves or gets sick.
- Creates a health insurance exchange that allows families and businesses to easily compare insurance plans, prices and performance. This puts families - not insurance or government bureaucrats - in charge of health care and helps people decide which quality affordable insurance option is right for them.
- Keeps government and insurance bureaucrats from coming between you and your doctor by simplifying insurance paperwork and computerizing medical records while protecting your privacy.

Health care reform will ensure all Americans have access to quality, affordable insurance.

- Prevents insurance companies from denying you health insurance based on a pre-existing medical condition and it will end discrimination that charges you more if you're sick or a woman.

- Strengthens employer-based health care by offering small business tax credits so these employers can offer competitive, affordable rates to their employees.
- Creates incentives that reward doctors for healthy outcomes, not just additional or more expensive treatments. This will result in better health care for your family.
- Provides tax credits to middle class families, to make sure they can afford quality coverage.
- Reforms eligibility requirements and outreach so low-income families, including families with children, can qualify for public health insurance programs such as Medicaid

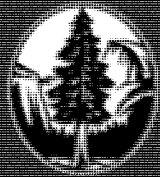
WE'RE CLOSER TO COMPREHENSIVE HEALTH INSURANCE REFORM THAN WE'VE EVER BEEN.

- We are making extraordinary progress. 3 of the 5 congressional committees that are writing legislation have almost completed their work.
- The bills reflect the President's principles of lowering costs, protecting choice of doctors and plans and assuring quality and affordable health care for all Americans.
- We are closer to achieving the goal of health insurance reform than at any time in decades.

OPPONENTS OF REFORM SAY THAT IT'S GOOD POLITICS TO "KILL" REFORM AND "BREAK" THE PRESIDENT.

- It is easy for some to turn this important debate into a game of politics – to turn every issue into running tally of who's up and who's down.
- One Republican strategist told his party that even though they may want to compromise and work towards a good bill, it's better politics to "go for the kill."
- Another Republican Senator said that defeating health reform is about "breaking" the President.
- This debate isn't about Washington games or partisan politics. It's about the stories Americans tell at town hall meetings throughout this country about people who pay thousands upon thousands of dollars to insurance companies and then get cut from coverage when they need it most.
- It's about families who, after working and saving for years and years, see all that they have wiped out by medical debt.
- It's about workers all across this country that work hard and follow the rules losing their job and being left with no insurance options for their families.
- It's about small businesses that can't hire, can't offer coverage to their employees or expand because exploding premiums are consuming every extra dollar the company earns.
- This debate is not a game for these Americans, and they cannot afford to wait for reform any longer.
- This debate is not about partisanship. It's about leadership that the American people want and deserve.

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FOR IMMEDIATE RELEASE

the Press Room



RAW: Uncooked Truth,
Beyond Belief.



To: "Windsor, Richard" [Windsor.richard@epa.gov]; Thompson, Diane" [thompson.diane@epa.gov]; McIntosh, David" [mcintosh.david@epa.gov]; Heinzerling, Lisa" [Heinzerling.Lisa@epamail.epa.gov]; Sussman, Bob" [sussman.bob@epa.gov]
Cc: "Oster, Seth" [oster.seth@epa.gov]; N=Arvin Ganesan/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 1:17:57 PM
Subject: Sierra Club Applauds Jackson

View a web version of this email.
July 21, 2009
Contact: Oliver Bernstein, Deputy Press Secretary for Diversity Programs, 512.477.2152
Sierra Club Applauds EPA Administrator Jackson for Encouraging the Environmental Movement to Diversify
Sierra Club Proud to Already be a Leader in Promoting Diversity, Supporting Communities
Washington, D.C. -- Sierra Club applauds Environmental Protection Agency (EPA) Administrator Lisa Jackson's call today for greater diversity in the environmental movement and takes pride in our leadership on these issues. Speaking to the National Environmental Justice Advisory Council, Administrator Jackson said that environmentalism does not come in any one shape, size or look and that environmentalism is also about protecting people in the places where they live, work and raise families. "We applaud Administrator Jackson's call for the environmental movement to better reflect the diversity of all Americans, and we are proud that Sierra Club has such successful diversity programs already established," said Sierra Club President Allison Chin. "Now, with the leadership of a diversity council and my election as our first Asian-American president, Sierra Club is committed to becoming an even more welcoming and inclusive organization." Through programs that support and enlist people from all different backgrounds, the Sierra Club has been a leader in promoting diversity and supporting local residents of all backgrounds. Sierra Club shares Administrator Jackson's vision that the environmental movement must better reflect the overall population. "The environmental movement should belong to anyone who wants clean air, clean water and a healthy planet for their families," said Leslie Fields, Director of the Sierra Club's Environmental Justice and Community Partnerships program. "All too often people face disproportionate risks of harm because of their demographic characteristics or economic condition, and we applaud Administrator Jackson for her sincere leadership in supporting more diversity in the environmental movement so all people can have a voice." Sierra Club programs that might serve as models of diversity outreach include: *The Environmental Justice & Community Partnerships program, which empowers low-income communities and people of color in Central Appalachia, Detroit, Flagstaff, New Orleans, El Paso, New Orleans, Minneapolis, Puerto Rico, Washington, DC. When invited in, homegrown Sierra Club community organizers work with community members to help them achieve their goals and improve quality of life. *The Building Bridges to the Outdoors program, in which Sierra Club offers at-risk youth their first wilderness experiences. Urban high school students from Los Angeles who have never seen the stars before escape the smog of the city and get back to nature, where they can breathe clean air and learn about their environment. *The youth-run Sierra Student Coalition trains, empowers and organizes young people to run effective campaigns that result in tangible environmental victories and that develop leaders for the environmental movement. With more than 250 groups nationwide, the Coalition develops environmental leaders through an award-winning grassroots training programs and works to make sure students have a voice in the environmental movement. *The Sierra Club Inner City Outings program introduces approximately 12,000 young people each year to the wonders of nature through nearly 800 outings and service projects -- from kayaking in Florida, to backpacking in California, to tree-planting in Pennsylvania. Many participants credit the program with helping them to succeed in school and fulfill their dreams. For more information about Sierra Club's diversity programs, go to: <http://www.sierraclub.org/diversity>

MABL.

M. Allyn Brooks-LaSure
Office of the Administrator
U.S. Environmental Protection Agency

Cell: **Personal Privacy**

To: CN=Seth Oster/OU=DC/O=USEPA/C=US@EPA;"Lisa Jackson" [windsor.richard@epa.gov]; Lisa Jackson" [windsor.richard@epa.gov]
Cc: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;"Allyn Brooks-Lasure" [Brooks-lasure.allyn@epa.gov]; Allyn Brooks-Lasure" [Brooks-lasure.allyn@epa.gov]
From: CN=Richard Windsor/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 1:32:27 PM
Subject: Re: Sierra Club Applauds EPA's Jackson for Encouraging Diversity
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V cool

----- Original Message -----

From: Seth Oster
Sent: 07/22/2009 09:12 AM EDT
To: windsor.richard@epa.gov
Cc: Diane Thompson; "Allyn Brooks-LaSure" <brooks-lasure.allyn@epa.gov>
Subject: Fw: Sierra Club Applauds EPA's Jackson for Encouraging Diversity

Fyi.

----- Original Message -----

From: Amy Dewey
Sent: 07/22/2009 09:02 AM EDT
To: Alison Davis; John Millett; Michael Thiem; Robert Goulding; Cathy Milbourn; Allyn Brooks-LaSure; David Cohen; Joyce Frank; Adora Andy; Seth Oster
Cc: Doretta Reaves; Lina Younes; Bonnie Piper; Jean Harding; Sarah Auerbach; Roger Campbell; John Larmett; Charles Lee
Subject: Fw: Sierra Club Applauds EPA's Jackson for Encouraging Diversity
Good News, Amy

Amy H. Dewey

[View a web version of this email.](#)

July 21, 2009

Contact: Oliver Bernstein, Deputy Press Secretary for Diversity Programs, 512.477.2152

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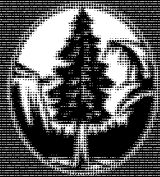
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HEALTH CARE Q & A 07-21-09

NEWS OF DAY, WEEK OF 7/20

Q; In a blog posting on Monday, the Mayo Clinic wrote that the House bill won't really lower costs. The President has touted Mayo as a model of high quality care for lower costs. Coming on the heels of the CBO's criticism of the bill, isn't this a pretty big blow?

A: The Mayo Clinic posted another blog today with a different view. The Mayo writer acknowledged that he had not been aware that the President had sent a legislative proposal to Congress, urging the establishment of an independent commission of medical experts which be responsible for recommending Medicare reimbursement rates and other reforms. This commission would not allow Medicare to expand further. The Mayo Clinic's new blog concludes that if Congress includes the President's proposal in its legislation along with other initiatives, it has the potential to bend the cost curve in US health spending without compromising health.

Q: Many of the nation's governors are concerned that your health reform plan will dump a huge unfunded mandate upon them by expanding Medicaid and making states absorb the cost. Give the fragile economic condition of many of these states, how can you do that to them?

A: The House bill is the only bill going through the committee process that has the jurisdiction to address Medicaid funding. Under that bill, the federal government would pay all of the costs of adding low-income Americans without health insurance to Medicaid. That cost would not be passed on to the states.

(if pressed on the Finance Committee bill): We will have to see what emerges from the Finance Committee. The Administration is committed to working with Congress to find ways to avoid putting undue burdens on the states.

CBO

Q: CBO says the House bill violates the President's pledge to be deficit neutral over 10 years. Because it agrees to stop automatically cutting Medicare payments to doctors, it is \$240 billion in the red. What about that?

The Administration and the House Democrats are claiming that the Tri-Committee bill is deficit neutral. Yet the CBO showed a \$248 billion hole from the sustained growth rate (SGR) for doctors' payments under Medicare. How can you claim that the package is deficit neutral?

For the better part of a decade, our government pretended that it was going to cut the payments doctors receive for treating Medicare patients every year. Then every year they waived that provision and added more red ink to the budget.

When President Obama came into office, we said we needed an honest budget – so we should acknowledge that we are not going to cut doctors' payments and put the true amount we are going to pay them into the budget. In other words, fixing doctors' payments is not a matter of adding red ink to the budget year after year, but rather acknowledging that the red ink has already been on the page for years.

That change has already been factored into my budget's baseline and thus into the baseline deficit numbers it projects.

Health reform is a separate new initiative on top of that baseline. When analyzing the cost of the health care reform bill, then, it is fully paid for by laying out \$563 billion dollars in Medicare savings as well as new revenues to finance health reform. It meets the test of deficit neutrality in the first 10 years and the President's demand that he gets a piece of legislation that will not add to the deficit.

Q: CBO says the House bill does not rein in health costs. That is a pretty devastating judgment isn't it?

A: First, let me be clear: the President is committed to lowering health care costs for American families and businesses and enacting legislation that does not add to the deficit. As he said yesterday, the bill he signs will include his commitment to lower costs over the long run.

For example, the President asked the committees to consider establishing an independent commission to set Medicare reimbursement rates and recommend other cost-savings reforms. This commission would not allow Medicare expenditures to expand further.

There are substantial measureable savings in the legislation. We will stop giving away billions of dollars in subsidies to insurance companies and get rid of waste and fraud in the system. There are also incentives for changing the way that health care is delivered that will emphasize quality over quantity of services: Some examples: Emphasizing prevention and wellness; computerized medical records to save time and cut down on duplication and waste; coordinating care where a group of doctors with different specialties work together and share quality goals for a patient; payment reforms that pay for treating a disease rather than each component; , incentivizing primary care. Changes like these cannot be measured through Washington's accounting system , but there is no question they will drive down the cost of health care.

CONGRESS

Q Isn't this effort falling apart on the Hill?

A: Not at all. We are making extraordinary progress. 3 of the 5 congressional committees that are writing legislation have almost completed their work; and their bills reflect the President's principles of lowering costs, protecting choice of doctors and plans and assuring quality and affordable health care for all Americans. We are closer to achieving the goal of health reform than at any time in decades. As the President said yesterday, we cannot back away from this challenge now. Insurance premiums have doubled over the last 9 years, 3 times faster than wages. 14,000 people a day are losing their health insurance. The American people deserve relief from rising costs. They deserve the security of knowing that they will be able to find affordable health insurance if they lose or change jobs or have a pre-existing medical condition. They have been waiting decades for their government to do something. They should not have to wait any longer.

RECONCILIATION

Q: Health care consumes 1/6th of our economy. Don't you need Republican support? Why would you chance passing something this important under reconciliation, without any Republican votes?

Enacting health reform that cuts costs and assures quality and affordable health care for all Americans is one of my highest priorities. History has shown us that this is never an easy goal to achieve, so we want to have every legislative tool at our disposal to enact this legislation this year. The budget agreement reached in

Congress provides for the use of this tool starting in October if we have not reached an agreement to enact urgently needed reform by then. The President is still optimistic that we will have bipartisan agreement to pass reform that will tackle costs that are crushing families and businesses and guarantee consumers a choice of plans and doctors. The President is working with both parties and stakeholders from across the spectrum to make that happen.

Q: Some Republicans are calling the use of reconciliation a declaration of war. Aren't you jeopardizing health reform by making it clear you are going to cut Republicans out?

The President is not going to take any legislative tools off the table as we seek to reform our health care system, which is the most expensive in the world and is crushing families and businesses. Reconciliation is not an unusual tool, and Republicans have used it themselves in the past to pass major legislation such as the Contract with America, the original SChip bill, welfare reform and the Bush tax cuts. The President remains committed to working hard to find common ground with Republicans as we work toward reform.

COST

Q: This legislation is going to cost more than a trillion dollars. What is that money going to be spent on? Expanding coverage to the poor and the uninsured? Setting up a new government bureaucracy?

A: The President believes that the majority of the initiatives that would pay for reform should come from cutting waste, fraud and abuse within existing government health programs as well as ending big subsidies to insurance companies. We are taking money that's already being spent on health care and re-allocating it towards reforms that lower costs and assure quality affordable health care for all Americans.

The cuts we are making involve spending that doesn't add to actual care for Americans.

For example, we would save \$177 billion in unwarranted subsidies to the insurance industry in the next ten years and put that money into actual care for people.

But it's not enough to stop there. What we also have to do is encourage as part of this plan the kinds of reforms we know will save money in the long run: preventive care; computerized record-keeping; comparative effectiveness studies to expose wasteful tests, treatments and hospitalizations.

And we know that if we cover all Americans, we can leverage savings from the drug and insurance companies, who will trim their profits in exchange for a large new pool of customers. We saw that when the drug companies agreed to partially close the so-called doughnut hole-the gap in the Medicare prescription program that costs millions of seniors thousands of dollars out of pocket for the medications they need.

We currently spend more than \$2 trillion dollars A YEAR on health care. We are talking about making a short-term investment of roughly \$100 billion a year to lower costs and relieve the crushing financial burden that is eating into family budgets, forcing families into bankruptcy, making it hard for businesses to expand and grow, and preventing the government from using your tax dollars to create jobs, improve education, rebuild our infrastructure. The President's plan would be fully paid for at the end of 10 years. It would not add one penny to the deficit.

Let's also remember that we can't afford not to reform health care. The cost of inaction is too high. The cost of health care has grown in recent years at three times average wages. Premiums have doubled in this decade. Out of pocket costs for people with insurance have gone up by 32 percent. Deductibles have gone way up. Businesses are buckling under health care costs.

One out of every six dollars in this country is spent on health care. Soon it will be one in five. If we do nothing, in 30 years, we will be spending 1 in 3 dollars on health care. That means one-third of this country's economic output will be tied up in the health care system. And health care is the fastest-growing item in the federal budget. It is absolutely unsustainable. These costs are crushing families and businesses, keeping wages flat, stunting our economic growth, strangling our government.

We have to bring costs under control now.

REVENUES AND SAVINGS

Q: Congress is not enthusiastic about The President's idea to fund health care by limiting charitable deductions taken by wealthy people. Congress did not go for that idea in its budget. Is it dead?

A: The President believes it is essential that as we reform our health care system to drive down skyrocketing costs for families and businesses, we do it in a fiscally responsible way. He believes it makes sense to adjust the itemized deduction rate for the wealthiest Americans so that their deductions are not worth substantially more than the value of deductions for middle-class Americans. He would like to bring the deduction rates on mortgages and other items for the wealthiest Americans back to the levels where they were when Ronald Reagan was president.

The President is open to other ideas for establishing the reserve fund to help us cut the high cost of health, guarantee choice of doctors and plan, assure quality and affordable health care for all Americans-- without adding to the deficit. .

The President's plan also includes substantial savings proposals. In The President's budget, he proposed more than \$300 billion in savings for Medicare and Medicaid, realigning our payment system toward primary care, care management, and prevention, and addressing overpayments to Medicare's private plans. Among the steps we have already outlined, are:

- **Improving Care after Hospitalizations and Reduce Hospital Readmission Rates.** Nearly 18 percent of hospitalizations of Medicare beneficiaries are the result of the readmission of patients who had been discharged from the hospital within the previous 30 days. Sometimes the readmission could not have been prevented, but many of these readmissions are avoidable with better discharge planning and follow-up care. To improve this situation, hospitals will receive bundled payments that cover not just the hospitalization, but care for the 30 days after the hospitalization. Hospitals with high rates of readmission will be paid less if patients are re-admitted to the hospital within the same 30-day period. This combination of incentives and penalties should lead to better care after a hospital stay and result in fewer readmissions – saving roughly \$25 billion of wasted money over 10 years.
- **Reducing Medicare Overpayments to Private Insurers through Competitive Payments.** Under current law, Medicare overpays Medicare

Advantage plans by 14 percent more on average than what Medicare spends for beneficiaries enrolled in the traditional fee-for-service program. The Budget proposes to replace the current mechanism to establish payments with a competitive system in which payments would be based upon an average of plans' bids submitted to Medicare. This would allow the market, not Medicare, to set the reimbursement limits, and save taxpayers more than \$177 billion over 10 years, as well as reduce Part B premiums.

- **Expanding the Hospital Quality Improvement Program.** The health care system tends to pay for quantity of services not quality. Experts have recommended that hospitals and doctors be paid based on delivering high quality care, or what is called “pay for performance.” The President’s Budget will link a portion of Medicare payments for acute in-patient hospital services to hospitals’ performance on specific quality measures. This program will improve the quality of care delivered to Medicare beneficiaries, and save over \$12 billion over 10 years.

Q: Are all of the savings coming from Medicare?

There are other proposals in my budget that will lower costs over time by transforming the way patients are cared for. This includes policies to reduce health care costs and premiums for families through the following improvements aimed at increasing the efficiency of the health care system:

- Expansion of computerized medical records, which should reduce unnecessary spending in the system that results from preventable medical errors and duplicative tests and facilitate improvements in the quality of health care.
- Improving prevention of illness through wider use of vaccines, screening tests, and proven community-based programs.

Expanding the use of case management for chronic conditions such as asthma, diabetes, and congestive heart failure. This should reduce hospitalization costs and save money.

Q: The House is considering financing health reform with a surtax on wealthy Americans. The Senate Finance Committee is considering something similar. Is this the way you want to pay for health reform?

A: The President believes the majority of the funding from health reform should come from savings -- cutting waste and fraud in Medicare and Medicaid. That is money that is already in the health care system which will simply be redirected toward lowering costs, expanding coverage and providing better quality of care. In terms of additional revenues, Congress is making good progress. There are several good ideas on the table, including the President's own proposal for returning the rate of itemized deductions for the wealthiest Americans back to what it was when Ronald Reagan was president; and proposals from the House which would affect only a small percentage -- the very wealthiest -- Americans.

Q: But aren't you just soaking the rich?

A: The President believes that the majority of the funding for health reform should come from savings: eliminating waste and fraud within the public health care system and redirecting that money toward lowering costs, expanding coverage and improving quality. In terms of the additional revenues that will be needed, he believes those burdens should be born by those who can most afford it. We cannot free our economy to grow without tackling the rising cost of health care.

Q. Given the worsening economy and the enormous costs of health reform, is it realistic to push this in 2009?

We can't afford not to pass health care reform. The rising cost of health care is beginning to crush families and businesses. Premiums have doubled in the last 9 years, 3 times faster than cumulative wage increases. An additional 9 million Americans have become uninsured since 2000. Since 2004, the number of "under-insured" families -- those who pay for coverage but are unprotected against high costs -- rose by 60 percent. Just last month, a survey found over half of all Americans (53 percent), insured and uninsured, cut back on health care in the last year due to cost. If nothing is done, by 2040, one third of this country's economic output will be tied up in health care.

The American people are demanding action on health reform. If you ask the American people and business leaders about their economic concerns, health care affordability is one of their top worries.

America's small businesses say skyrocketing health care costs are the primary obstacle to job creation. Per person health care spending in the United States is nearly twice the average of other developed nations. Plus rising health care costs are an economic competitiveness issue in our global economy as American companies compete against companies in other countries who have dramatically lower health care costs.

The current economic situation makes it even more important to put forward a plan that is deficit neutral – that is fully paid for. In his budget and in subsequent statements, The President has identified approximately \$900 billion in scoreable cuts and revenue raisers.

Working with Congress, we will identify the funds to fully pay for health care reform. But to truly bring down costs in the long-term, we must also transform health care by making it more efficient, more effective, more affordable, and more responsive to the needs of the American people.

TAX EXCLUSION

Q: Is the President going to flip flop on the tax exclusion for health for health care benefits? On the campaign trail, he ran ads attacking John McCain for “taxing health care benefits for the first time in history.”

As The President made clear during the campaign, he has serious concerns about taxing health care benefits and I am deeply skeptical of any reform that taxes benefits.

The President believes health reform should build upon the existing employer-based health care system, through which the majority of Americans receive their health care. The tax exclusion contributes to sustaining this system. The President has introduced my own revenue proposal, which would bring the itemized deduction rate for the wealthiest Americans back to where it was when Ronald Reagan was President. The President has made it very clear that he prefers the approach he has already outlined.

Q: Now Democrats in Congress and some of your own advisors say that capping the exclusion not only raises the revenue for health reform but also is important for controlling costs. Why is the President still opposed?

During the campaign, Senator McCain's proposal was for eliminating the exclusion entirely, without a fundamental reform of the healthcare system that would have made healthcare affordable for all families. The effect of his proposal would have been for millions to lose their employer-provided health insurance without any way of replacing it.

Make no mistake – if that proposal is sent to the President, he will veto it.

The President has been clear that he believes that capping the deduction that people can take for itemizing deductions on their income taxes at 28% - the same level it was under Ronald Reagan – is a better way to go. It would apply to 2% of the population, and would fundamentally say to the richest that they get the same level of tax deductions that middle-class families across America get – no worse, but no longer any better.

Q: What about the idea of just taxing plans worth more than \$13,000 or more, the so-called Cadillac plans.

The President believes health reform should build upon the existing employer-based health care system, through which the majority of Americans receive their health care. The tax exclusion contributes to sustaining this system. The President has introduced my own revenue proposal, which would bring the itemized deduction rate for the wealthiest Americans back to where it was when Ronald Reagan was President. The President has made it very clear that he prefer sthe approach he has already outlined. The Committees are still writing their bills. In the meantime, we are not going to comment upon every proposal that comes up during that process.

HEALTH REFORM PLAN: PAY OR PLAY

Q. Does the President still support a pay-or-play for businesses? At what level would the President set the pay or play?

The President has long supported the principal of shared responsibility. While the President believes that employers have a responsibility to support health insurance

for their employees, small businesses face a number of special challenges in affording health benefits and should be exempted.

One of the benefits of shared responsibility that requires large employers to contribute is that it can help ensure that employers do not drop health coverage as we move to lower costs and assure quality and affordable health care for all Americans. We will work with Congress on this proposal.

Q: Small businesses around the country are up in arms about the House proposal to force small businesses to pay up to 8% of payroll if they don't provide insurance. They say this may put some of them out of business.

A: One of the key goals of health reform is to relieve the burden on small businesses. Nearly one-third of the uninsured – 13 million people – are employees of firms with less than 100 workers.

- The President's health reform plan will make health insurance affordable for small businesses and their employees.
- Employees of small businesses will have more affordable choices available in the exchange. You will be able to compare prices of health plans – including a public plan - and decide which option is right for your family. In order to market a plan in the Exchange, insurance companies will have to comply with its rules:
 - No denial of coverage for pre-existing conditions
 - Limits on premium variation related to age
 - Fair prices, for decent benefits
 - Guarantee renewal of coverage
- Tax credits will also be available for small businesses to provide health insurance.
- Middle class workers, regardless of whether they work for a small business or large one, will benefit from lower costs and improved quality, with health care that emphasizes prevention, wellness, coordination of care, and reduction of errors.

- Everyone will have the security of knowing that if they lose their job or if someone in their family develops a chronic disease or has a pre-existing condition, they will be able to find affordable health care for their families.

Q: But even some Democrats say they cannot support this package with such a crushing tax on small business. .

-- The President is committed to health reform that is good for small business. He is continuing to work with Congress to ensure that small businesses will benefit from health reform and will not be required to bear undue burdens. The bills emerging from Congress would increase the availability of affordable options for small business, and we look forward to working with Congress as the process moves forward to ensure that whatever comes out both helps small businesses and helps workers keep the coverage they count on today.

--The President also believes that we should not allow larger businesses who can afford to provide coverage for their employees to dump that coverage and throw their employees into government-subsidized coverage. He believes that small businesses who often cannot afford to provide coverage should be exempted from pay-or-play requirements and instead be given incentives to offer coverage.

The President looks forward to working with the House and Senate to ensure that the legislation that comes out both helps small businesses and helps workers keep the coverage they count on today.

INDIVIDUAL MANDATE

Q: Many leaders in Congress believe you can't cover all Americans without an individual mandate, and many support such a mandate. Does the President still oppose an individual mandate as you did in the campaign?

The President believes every American should have affordable high-quality coverage. Making health insurance affordable is key to making it available for everyone. As he said in the campaign, the reason people are uninsured is not because they choose to be; it's because they can't afford coverage. It is because the President confident in our ability to give people the ability to get insurance that

he is open to a system where every American bears responsibility for owning health insurance, so long as we provide a hardship waiver for those who still can't afford it. The principle of personal and shared responsibility is critical to overall health care reform, and an individual mandate is consistent with that principle. We all have a responsibility to be part of the system, and not pass our health costs on to others.

So the President will support requiring individuals to have insurance as part of their shared responsibility as long as there is a waiver attached.

UNINSURED VS. COSTS

Q: The argument for health reform has always been that it is important to cover the uninsured...that health care should be a right, not a privilege. Now the President is talking mostly about costs. Why is that? Is he reacting to polling? Isn't universal coverage still the goal?

The President is committed to health reform that will address several problems, including skyrocketing costs, which are burdening families and small businesses and threatening our economic future... and assuring affordable health care for all Americans. These issues are inexorably linked. What's clear is that reducing costs is essential to expanding quality affordable coverage to all Americans. Reform that simply expanded coverage and did nothing to control costs would be unsustainable.

As more and more Americans lose their jobs, they are also losing their health insurance; and the cost of health care is out of control. Health care costs have doubled over the last decade. Costs are rising even for those who can still get coverage through their jobs. Premiums for employer-provided coverage have doubled over the last 9 years---a rate 3 times faster than wages. Americans now spend more on health care than on food. According to a recent study, the cost of caring for the uninsured adds roughly \$1000 to the average family's employer-sponsored health insurance premium.

Q: The President wants to cover all uninsured Americans. How can you expand coverage without spending more? It doesn't add up.

The President is committed to enacting a 10-year health reform plan that will lower costs, protect choice, assure quality affordable health care for all Americans--- and

will not add to the deficit. The majority of the funding for health reform would come from savings --cutting waste, fraud and abuse within existing government health programs as well as ending big subsidies to insurance companies. We are taking money that's already being spent on health care and re-allocating it towards reforms that lower costs and assure quality affordable health care for all Americans.

Instead of paying for waste and big subsidies to insurance companies, we pay to cover people and for reforms that will bring down costs for every American family. And when everyone is covered, that will give the American people the leverage to continue to force reforms from the insurance companies. This plan will not add one penny to the deficit and it will help us to finally rein in the large budget deficits that are projected.

Q: Won't people with insurance be forced to pay for those without it?

The President has proposed substantial savings in public health care spending, savings that will extend the life of the Medicare Trust fund, reduce beneficiary premiums and improve the quality of care for patients. In addition, the President is proposing to improve efficiencies and realign incentives to favor quality of care rather than the quantity of services. This will go a long way toward financing health reform. The President has also proposed raising revenue by bringing the deduction rate for the wealthiest Americans back to what it was when Ronald Reagan was President. The President is proposing to reform our health care in a way that will lower costs for all Americans, including those who already have insurance today.

Q: Aren't you going to be cutting services to seniors to pay for covering the uninsured?

Not at all. The savings we are proposing from Medicare don't affect patient care. We are going after big subsidies to insurance companies and waste, fraud and abuse that do nothing to make sure that our seniors receive the high quality care they receive. These cuts help us to stabilize Medicare and put it on better financial footing. What's clear is that if we don't begin to rein in escalating health care costs, then Medicare will be threatened over the long-run.

Because of the steps we have already taken on reform, we have been able to negotiate an agreement that will begin to close the so-called Medicare prescription

drug “do-nut” hole. This will save millions of our nation’s senior citizens thousands of dollars. This has been made possible through this reform effort and it’s another reason why we have to see it through.

In terms of the savings we have proposed to achieve in Medicare, what I am proposing to do is increase the efficiency and quality of care patients receive through Medicare. In the President’s budget, he has proposed:

PUBLIC Insurance Option

Q: Why does the President support a public plan?

The President believes that health reform must be built on three fundamental principles: It must lower the skyrocketing cost of health care; guarantee choice of doctors and plans; and assure quality affordable health care for every American. The President supports a public option because it will help to achieve those goals. It would give the American people more choices. It would foster greater competition; lower costs; and give consumers a greater variety of affordable choices. And The President believes it would help keep insurance companies honest.

The public insurance option will offer an affordable choice in today’s health insurance market. That market is not serving the American people well. Today’s health insurance market is not competitive. 94% of metropolitan insurance markets are considered “highly concentrated”, which means they offer consumers few choices. The Government Accountability Office has found that some states such as Alabama and North Dakota only have one main insurance carrier. A similar study by the AMA last year showed that in 15 states, one insurer had 50% of the market. And private insurers waste a lot of money on administrative costs such as underwriting to select which people to insure, advertising, and selling, which the public option would not do. Right now, if you work for a small business or have an individual policy, more than 26 cents of every dollar of your health insurance premium goes for administrative costs. A public plan will provide choice to the American people, and it will spur competition on price and quality. You and your family will be able to shop for the plan that is right for you.

Q: Some studies show employers will drop coverage and just send their employees to the public plan.

The President believes that we should build on the strengths of the employer-based system. Today small businesses are being crushed by ever increasing health care

costs. Today, employers are being forced to cut coverage, erode benefits, keep wages flat and struggle to stay competitive. That's the reality of the status quo.

Under our reform, we are going to aggressively move to reduce costs in the health care system. This will help small employers deal with cost inflation and help them provide coverage and compete.

In addition, the bills emerging from Congress have provisions to discourage employers from dropping coverage and to make health insurance more affordable for small businesses by offering them tax credits. The President believes that employers have a responsibility to support health insurance for their employees. One of the benefits of shared responsibility that requires large employers to contribute is that it can help ensure that employers do not drop health coverage as we move to lower costs and assure quality and affordable health care for all Americans. At the same time, we understand that small businesses face a number of special challenges in affording health benefits and should be exempted.

Q. Health care proposals currently have insurance market regulations such as eliminating preexisting condition exclusions and reducing the ability to charge different premiums based on factors such as gender and age. Why do we need a public plan as well? Aren't these reforms enough?

A. We believe that both insurance market changes and a public plan option are needed to ensure that American businesses and families have affordable, quality choices. Under health reform, insurance companies will no longer be allowed to engage in discriminatory practices that leave millions of Americans without health insurance or make insurance unaffordable. Until now, insurance companies have been able to refuse to sell policies to individuals with pre-existing conditions or to charge them rates that put coverage out of reach for most Americans. That means your child with asthma or the mom who had breast cancer is often denied access to affordable health care. Those practices will end under health reform. Insurance companies will be required to:

- Offer coverage to all regardless of their health status or pre-existing conditions;
- Limit variation in premium rates based on age
- Renew coverage for all policy holders.

Putting these policies in place will dramatically reduce insurance practices such as medical underwriting---where insurance companies spend hours investigating your medical background. Those practices generate big administrative costs that are passed directly to businesses and families. However, there are still other administrative costs, including marketing and profit, which are lost dollars for American families who pay the premium. And many families still don't have a choice of health insurance company. A public plan would rein in administrative waste and increase plan choices for Americans.

SINGLE PAYER

A: Liberal groups are angry that the Administration has not even considered a single payer proposal. Why not?

Advocates of a single-payer system want to lower costs and assure quality affordable health care for all Americans. We share those goals. But while single-payer systems may work in some countries, The President believes it is important to build on our traditions here in the United States. The President wants reform to be built upon our existing employer-based system. The President wants to protect what works and fix what is broken. If you like what you have, you can keep it . The goal is to lower costs, protect your choice of doctors and plans and assure quality and affordable health care for every American.

INSURANCE EXCHANGE

Q: Why does the President support the creation of a national health insurance exchange?

The health insurance exchange will provide relief to families who do not get adequate insurance at work and cannot afford to buy it in the costly individual or small group market. It will give them the benefit of one-stop-shopping for their health care coverage. With the exchange, they can compare plan benefits and costs so that they have a real choice of quality, affordable health care if they want to change their health plans or if they lose coverage.

RATIONING

Q: Some in your Administration say the reason we spend too much money on health care is because doctors order too many tests and procedures. Are you

saying I won't be able to get a CAT scan if I want it? What if I want those tests and what if they might detect something that could save my life?

We want reform that will enable doctors to treat the whole patient: reform that will give doctors tools to make the best treatment for patients. The reason we spend too much on health care today is that our incentives are perverse: Doctors are paid by the procedure, not by how much time they spend with you asking you the questions that might enable them to make the best diagnosis. Doctors are paid to spend hours finding the right code to send the insurance company rather than spending time with you.

We want reform that rewards quality---better quality for all patients and their families. An estimated 100,000 Americans a year die from medical errors, in many cases as a result of treatments that were wrong for them. That is unacceptable. We want to reduce hospital re-admissions that are frequently caused because patients are not getting the right care in the first place. Anyone who has seen an aging parent sent back and forth to the hospital knows how much fear and anguish it can produce. We want to give doctors the ability to make the right decisions for you and your family.

Q: Mitch McConnell says you are going to set up a rationing board. Isn't the "comparative effectiveness" portion of the President's plan a form of rationing, in which a board appointed by the government could deny care in order to save money?

This research is about making sure that doctors have the very best and most objective information to help them make decisions about their patients. This will improve quality and help doctors determine the right treatment for their patients. We want to make sure people get the care they need. What we don't want, what no one should want, are unnecessary tests, treatments and hospitalizations that are ordered simply to pad the profits of insurance companies and health care providers or that don't work. And that happens all the time in our health care system. The estimate is that as much as one-third of health care spending falls into this category--spending that adds nothing to the quality of care, but helps drive up costs and profits. Some of it has to do with insider dealing within the health care system, which is loaded with perverse incentives to order more and more tests, drugs and treatments. And we need to deal with those.

But some of it just has to do with a lack of good reliable information about what works.

So what we want to do is empanel a group of top notch doctors and scientists who will research the best approaches and practices and share that information so that it will be clear to everyone-doctors, patients and insurers- what works and what doesn't. This won't prevent a doctor from doing the right thing, but it will arm them with the best information.

STAKEHOLDER AGREEMENTS

Q: You have been making all of these deals with the industry groups. Critics say you are giving away too much. Aren't you making the drug companies and hospitals sacrifice much less than they would have if you hadn't made these deals?

A: The President believes that the majority of the funding for health reform should come from savings---money that is already in the system. We are getting commitments from the industry groups for substantial savings: \$155 billion from the hospitals to lower costs, expand coverage and improve quality. \$80 billion dollars from the prescription drug industry to lower costs for seniors and fund health reform for all Americans; These are savings that will further the President's goals of lowering health care costs, improving quality of care, expanding coverage, all within legislation that is deficit neutral. The magnitude of the savings these groups have pledged to provide is unprecedented.

ABORTION

Q: Does the President believe that abortion should be covered by the public option?

A: Opponents of health reform are trying to set this up as a straw man. No one is advocating that Congress mandate abortion coverage. The President's position is that we should continue current practice: there is a prohibition on federal funds from being abortion through the federal program Medicaid (through "the Hyde amendment"). Similarly, insurance plans that individuals purchase, choosing one that suits their family's needs, will continue to determine whether they offer coverage for abortion services.

With respect to the public option, which sits between private insurance and fully

government-funded, Medicaid, the President does not believe Congress should dictate specific medical procedures, medicines, or treatments. Those specific coverage decisions that are better left to those with expertise. Even specific benefits that undoubtedly should be covered -- like diabetes medication, mammograms, etc.—should be left to those with medical expertise

MEDICAL MALPRACTICE

Q: The President has recently brought up concerns with the current medical malpractice system. What do you think are the problems? What do you think needs to be done?

- Congress is working hard to make sure that health reform legislation will help replicate best practices in the health care community, incentivize excellence, help to prevent medical errors, and lower health care costs. If we work together, the President is convinced that we can bring spending down and bring quality up, and we can save hundreds of billions of dollars on health care costs while making our health care system work better for patients and doctors alike. And aligning the interests of patients and doctors is a big part of this.
- But the President recognizes that it will be hard to make some of these changes if doctors feel like they are constantly looking over their shoulder for fear of lawsuits. Some doctors may feel the need to order more tests and treatments to avoid being legally vulnerable. That's a real issue.
- The President has also visited doctors and hospitals throughout the country and heard firsthand from those who face ever-escalating insurance costs. In some specialties, high medical malpractice insurance premiums are forcing physicians to give up performing certain high-risk procedures, leaving patients without access to a full range of medical services. But the President has also talked with families who have experienced errors in their care, and it has become clear to me that if we are to find a fair and equitable solution to this complex problem, all parties — physicians, hospitals, insurers, and patients — must work together.
- While the President is not advocating caps on malpractice awards, which he believe can be unfair to people who've been wrongfully harmed, he does think we need to explore a range of ideas about how to put patient safety first, let

doctors focus on practicing medicine, and encourage broader use of evidence-based guidelines. That's how we can scale back the excessive defensive medicine that reinforces our current system of more treatment rather than better care.

- There have been a number of bipartisan proposals offered in recent years to reduce lawsuits and promote patient safety. In the Senate, the President introduced along with Secretary Clinton the National Medical Error Disclosure and Compensation Bill, which would promote early disclosure of errors, apologizing, where appropriate, and mediation rather than litigation. Senators Baucus and Enzi have introduced a similar proposal. Many of the providers across the country that have adopted this program – such as the University of Michigan Hospital system – have experienced fewer malpractice suits, decreased litigation costs, accelerated compensation to patients, and an increase in the numbers of patients who receive some compensation for their injuries.

Bipartisan proposals like this one can help us both improve patient safety and the medical liability climate. The President thinks we should continue to explore ideas that meet these goals.

PRIMARY CARE and WORKFORCE

Q: There is a shortage of primary care doctors. What can we do in terms of real government action to close the gap?

There is no question that we need more primary care providers. That is one of the key goals of health reform. We cannot accept the status quo any longer. We must bolster the ranks of primary care providers; Doctors, nurses, nurse practitioners, physician assistants---providers who are trained to look at the whole patient and diagnose what is wrong; providers who can practice preventive medicine, administer vaccines, do check-ups that detect a health problem before it becomes a chronic disease; providers who can advise patients to take steps for themselves and their children to live healthier lives.

Steps the Administration and Congress are Taking to Address the Workforce Shortage

- As part of the American Recovery and Reinvestment Act, we made historic new commitments to attract and retain more doctors, nurses, and other health care professionals into health care.
- ARRA invested \$300 million in the National Health Service Corps, which places primary care providers in underserved areas, and an additional \$200 million in other workforce programs at HHS.
- The National Health Service Corps partially repays tuition loans for health professionals who choose to go into primary care. This program helps to address the immediate shortage of primary care providers and encourages students to go into the field of primary care.
- In addition, \$250 million was provided to the Department of Labor to award competitive grants from ARRA funds to target the training of nursing and allied health professionals.
- However, we know there is more to do, and have several key ways to address shortages in our health care workforce.
- As part of health reform, we support increasing available funding for the National Health Service Corps to place primary care providers in underserved areas, including raising the loan repayment amount per person.
- We should expand scholarship and loan repayment programs for primary care and nursing, to encourage and enable more people to enter health professions.
- We also should expand and increase nursing faculty loan repayment programs, to address the educational bottleneck in nursing education, that leads to up to 50,000 nursing students being turned away each year.
- We also support raising reimbursements to primary care providers, in order to provide incentives to more doctors to practice primary care.
- We are committed to addressing the workforce shortage as part of health reform, and we are going to work with Congress to get the job done.

MASSACHUSETTS PLAN

Q: What does the President think of the Massachusetts plan? Is it working?

Massachusetts is a great example of the kinds of innovative ideas that come from a process in which all parties work together for reform. Massachusetts now has made progress in some important areas such as providing access to coverage for people who have lost health insurance because they lost their jobs and people who cannot afford the high cost of insurance. Through a bipartisan process, Massachusetts has covered nearly all of its population quickly and relatively easily. The plan is popular with the public and providers.

State lawmakers are still making adjustments as they learn more about how the plan will work, so it's too early to draw any definitive conclusions about how it is working overall.

Q: But instead of cutting the cost of healthcare, the Massachusetts plan seems to be driving up health costs. And now they are talking about changing the way they pay doctors rather because universal health coverage is driving up costs rather than lowering them. What lessons have you learned.

- The Massachusetts commission report is an example of the kind of innovation that can occur when all parties work together to bring down health care costs. Many experts have suggested that the health care system should focus payments more on quality and less on quantity. The Massachusetts commission's recommendations are in that spirit.
- The Massachusetts health reform experience has largely been a success. 97 percent of Massachusetts residents now have health insurance.
 - Spending has been higher than expected because the state was more successful in covering the uninsured than was originally predicted.
 - Indeed, costs per newly insured person have come in below projections.
 - Contrary to predictions that firms would drop coverage, more firms are offering insurance than before reform.

-- The recent cutbacks in the Massachusetts plan are reflective of the economic downturn rather than any flaw in the plan. The economic downturn has created challenges for all states. All governors and state legislatures are being forced to make painful choices. Massachusetts is no exception.

- Most importantly, the partnership in Massachusetts between insurance companies, providers, the state and other parties that resulted in the universal coverage plan is now working to tackle health care costs. It demonstrates that the path we are on – of bringing down costs, fixing the insurance market to expand choice and competition, and expanding coverage – is the right one.

Some of the concerns about cost that have been raised about the plan underscore the need for national health care reform. No state individually can lower costs most effectively because reforms such as health information technology are needed at the national level.

We believe that we will benefit from the Massachusetts experience as we move forward with health reform.

COMPARATIVE EFFECTIVENESS

Q: Critics say that comparative effectiveness research will be used to undermine a doctor's independent judgment and lead to cookbook medicine. Why won't it?

Patient-centered research will expand choices for patients, not limit them. By making this investment, we will give patients and doctors objective information about which treatments work and which don't. That information can only improve the quality of care across the country. One way to prevent arbitrary health care decisions is to empower providers and patients with high-quality information. Empowering patients and providers with this type of information is a key component of a high-quality, affordable health care system.

- The President believes that doctors should be given access to research that will help them make the best treatment decisions for their patients. As the President said in his speech to the AMA, we are not doing a good job harnessing our collective knowledge and experience on behalf of better medicine. Less than one per cent of our health care spending goes to examining what treatments are most effective. It sometimes takes 17 years for that information to reach the operating table.

HEALTH IT

Q: Most news reports say there is no evidence that Health IT will save money. Will it?

Expansion of Health IT should reduce unnecessary spending in the system that results from preventable medical errors and duplicative tests and facilitate improvements in the quality of health care. Standards, pilots, certification, and incentives will help achieve the goal of providing all Americans with an electronic medical record by 2014.

The Congressional Budget Office estimates that through the ARRA health information technology policies, \$12 billion will be saved to the Medicare and Medicaid and FEHBP programs. Additionally, CBO estimated that accelerating the use of health IT would lower health care costs for private payers, resulting in lower health insurance premiums in the private sector and reduce overall costs in the health care system. The CBO estimates that with the investments from the American Recovery and Reinvestment Act (ARRA), 90 percent of physicians will adopt health information technology by 2019. For hospitals, the Congressional Budget Office estimates that 70 percent of hospitals will be utilizing health information technology by 2019.

COVERING ILLEGAL IMMIGRANTS

Q: Will your health reform proposal cover illegal immigrants?

Undocumented immigrants will not be included in any type of health reform, but the President understands our immigration system is broken, needs to be fixed, and supports comprehensive immigration reform.

- The Administration supported including the children of legal immigrants in the Children's Health Insurance Program the President signed into law this

year, which extended coverage to as many as 11 million children, and consistent with that opposes proposals to exclude legal immigrants from health care reform.

Explore, enjoy and protect the planet

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA;CN=Seth Oster/OU=DC/O=USEPA/C=US@EPA;"Windsor, Richard" [Windsor.richard@epa.gov]; N=Seth Oster/OU=DC/O=USEPA/C=US@EPA;"Windsor, Richard" [Windsor.richard@epa.gov]; Windsor, Richard" [Windsor.richard@epa.gov]
Cc: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;"Allyn Brooks-Lasure" [Brooks-lasure.allyn@epa.gov]; Allyn Brooks-Lasure" [Brooks-lasure.allyn@epa.gov]
From: CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 2:06:47 PM
Subject: Re: Sierra Club Applauds EPA's Jackson for Encouraging Diversity
[View a web version of this email.](#)
[Press Room: For Immediate Release](#)
[National Environmental Justice Advisory Council](#)
[Environmental Justice & Community Partnerships](#)
[Building Bridges to the Outdoors](#)
[Sierra Student Coalition](#)
[Sierra Club Inner City Outings](#)
<http://www.sierraclub.org/diversity>
[Click here to sign up for Raw](#)
[\(embedded image\)](#)
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[\(embedded image\)](#)

There is a story behind this.

MABL.

M. Allyn Brooks-LaSure
Office of the Administrator
U.S. Environmental Protection Agency
Cell: [Personal Privacy](#)

----- Original Message -----

From: Richard Windsor
Sent: 07/22/2009 09:32 AM EDT
To: Seth Oster; "Lisa Jackson" <windsor.richard@epa.gov>
Cc: Diane Thompson; "Allyn Brooks-Lasure" <Brooks-lasure.allyn@epa.gov>
Subject: Re: Sierra Club Applauds EPA's Jackson for Encouraging Diversity

V cool

----- Original Message -----

From: Seth Oster
Sent: 07/22/2009 09:12 AM EDT
To: windsor.richard@epa.gov
Cc: Diane Thompson; "Allyn Brooks-LaSure" <brooks-lasure.allyn@epa.gov>
Subject: Fw: Sierra Club Applauds EPA's Jackson for Encouraging Diversity

Fyi.

----- Original Message -----

From: Amy Dewey

Sent: 07/22/2009 09:02 AM EDT

To: Alison Davis; John Millett; Michael Thiem; Robert Goulding; Cathy Milbourn; Allyn Brooks-LaSure; David Cohen; Joyce Frank; Adora Andy; Seth Oster

Cc: Doretta Reaves; Lina Younes; Bonnie Piper; Jean Harding; Sarah Auerbach; Roger Campbell; John Larmett; Charles Lee

Subject: Fw: Sierra Club Applauds EPA's Jackson for Encouraging Diversity
Good News, Amy

Amy H. Dewey

[View a web version of this email.](#)

July 21, 2009

Contact: Oliver Bernstein, Deputy Press Secretary for Diversity Programs, 512.477.2152

Sierra Club Applauds EPA Administrator Jackson for Encouraging the Environmental Movement to Diversify

Sierra Club Proud to Already be a Leader in Promoting Diversity, Supporting Communities

Washington, D.C. -- Sierra Club applauds Environmental Protection Agency (EPA) Administrator Lisa Jackson's call today for greater diversity in the environmental movement and takes pride in our leadership on these issues.

Speaking to the National Environmental Justice Advisory Council, Administrator Jackson said that environmentalism does not come in any one shape, size or look and that environmentalism is also about protecting people in the places where they live, work and raise families.

"We applaud Administrator Jackson's call for the environmental movement to better reflect the diversity of all Americans, and we are proud that Sierra Club has such successful diversity programs already established," said Sierra Club President Allison Chin. "Now, with the leadership of a diversity council and my election as our first Asian-American president, Sierra Club is committed to becoming an even more welcoming and inclusive organization."

Through programs that support and enlist people from all different backgrounds, the Sierra Club has been a leader in promoting diversity and supporting local residents of all backgrounds. Sierra Club shares Administrator Jackson's vision that the environmental movement must better reflect the overall population.

"The environmental movement should belong to anyone who wants clean air, clean water and a healthy planet for their families," said Leslie Fields, Director of the Sierra Club's Environmental Justice and Community Partnerships program. "All too often people face disproportionate risks of harm because of their demographic characteristics or economic condition, and we applaud Administrator Jackson for her sincere leadership in supporting more diversity in the environmental movement so all people can have a voice."

Sierra Club programs that might serve as models of diversity outreach include:

*The Environmental Justice & Community Partnerships program, which empowers low-income communities and people of color in Central Appalachia, Detroit, Flagstaff, New Orleans, El Paso, New Orleans, Minneapolis, Puerto Rico, Washington, DC. When invited in, homegrown Sierra Club community organizers work with community members to help them achieve their goals and improve quality of life.

*The Building Bridges to the Outdoors program, in which Sierra Club offers at-risk youth their first wilderness experiences. Urban high school students from Los Angeles who have never seen the stars before escape the smog of the city and get back to nature, where they can breathe clean air and learn about their environment.

*The youth-run Sierra Student Coalition trains, empowers and organizes young people to run effective campaigns that result in tangible environmental victories and that develop leaders for the environmental movement. With more than 250 groups nationwide, the Coalition develops environmental leaders through an award-winning grassroots training programs and works to make sure students have a voice in the environmental movement.

*The Sierra Club Inner City Outings program introduces approximately 12,000 young people each year to the

wonders of nature through nearly 800 outings and service projects -- from kayaking in Florida, to backpacking in California, to tree-planting in Pennsylvania. Many participants credit the program with helping them to succeed in school and fulfill their dreams.

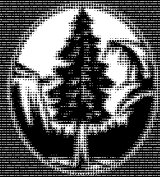
For more information about Sierra Club's diversity programs, go to: <http://www.sierraclub.org/diversity>

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RAW: Uncooked Truth,
Beyond Belief.





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FOR IMMEDIATE RELEASE

the Press Room

To: CN=Scott Fulton/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=David Bloom/OU=DC/O=USEPA/C=US@EPA;CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=Maryann Froehlich/OU=DC/O=USEPA/C=US@EPA[]; N=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=Maryann Froehlich/OU=DC/O=USEPA/C=US@EPA[]; N=Maryann Froehlich/OU=DC/O=USEPA/C=US@EPA[]
Bcc: CN=Richard Windsor/OU=DC/O=USEPA/C=US[]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 3:47:34 PM
Subject: Re: Starting point for Administrator's Budget Talking Points [administrator talking points.doc](#)

Sorry! Here's the file.

From: Scott Fulton/DC/USEPA/US
To: Maryann Froehlich/DC/USEPA/US@EPA
Cc: Diane Thompson/DC/USEPA/US@EPA, David Bloom/DC/USEPA/US@EPA
Date: 07/21/2009 03:04 PM
Subject: Starting point for Administrator's Budget Talking Points

Maryann - I am attaching my initial cut at LPJ's talking points. Feel free to adjust/improve. The 5 themes are on the last 2 pages. They are:

Deliberative

Can we do a foam board for these? Upon reflection, can we also do one for the 6 initiatives areas?

Thanks,
Scott

FY 2011 Budget -- Organizing Thoughts, Expectations and Messages

- Greetings, welcome, and thanks in advance for your participation here today as we discuss the FY 2011 budget. I see this as important moment in envisioning our work together not just in FY 2011 but over the next several years.
- As I will discuss, the process that we have followed has been very useful in further discerning our goals and the opportunities before us during my time at EPA.
- What we will discuss is still formative, not fixed. I really am interested in your views in what we are proposing to do.
- We will of course be talking about investments and redirections that have budget significance, but we also want to leave this meeting with the intent to infuse into our current activities, financing through existing funds, our priorities – to the maximum extent possible.
- We took the input from our last meeting, the good thinking you all did on both investments and redirections, and the input of the States and Tribes. With those inputs, we further refined a series of proposals for investment.
- Let me share with you some thoughts that have informed our thinking.

Deliberative

Deliberative

Deliberative

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Aaron Dickerson/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 8:04:10 PM
Subject: Fw: Recovery Act TPs
PressBriefing_072109_FINAL.ppt
arratps.072209.docx

FYI

Diane E. Thompson
Chief of Staff
U. S. Environmental Protection Agency
202-564-6999

----- Forwarded by Diane Thompson/DC/USEPA/US on 07/22/2009 04:03 PM -----

From: "Lu, Christopher P." <[Personal Privacy]>
To: "Lu, Christopher P." <[Personal Privacy]> "Smith, Elizabeth S."
<[Personal Privacy]> "Kimball, Astri B." <[Personal Privacy]> "Hurlbut,
Brandon K." <[Personal Privacy]> "French, Michael J."
[Personal Privacy] "Milakofsky, Benjamin E." <[Personal Privacy]>
Date: 07/22/2009 03:26 PM
Subject: Recovery Act TPs

Dear Chiefs of Staff –

As I mentioned on this morning's call, your principals should be prepared for health care questions when they're traveling around the country or doing press. Likewise, they should be prepared to answer questions about the Recovery Act and its effect on the economy. Attached are two documents that should help you elaborate on some of the positive effects of the Recovery Act. If you need additional background on this – or any other topic – please let me know.

--Chris

American Recovery and Reinvestment Act
Talking Points
*****Not for Distribution*****

Deliberative

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To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Eric Wachter/OU=DC/O=USEPA/C=US
Sent: Wed 7/22/2009 9:58:09 PM
Subject: Fw: Missed you at the DHS reunion!!
Hotspot

----- Forwarded by Eric Wachter/DC/USEPA/US on 07/22/2009 05:57 PM -----

Date 07/22/2009 03:09 PM
From "Ellard, Angela" <Angela.Ellard@mail.house.gov>
To LisaP Jackson/DC/USEPA/US@EPA
cc
Subject Missed you at the DHS reunion!!

Hi Lisa! Remember me?! It's been such a long time.

Before the reunion, I was thinking about you and hoping to see you there. And then at the reunion I learned that Lisa Perez is the hotshot Lisa Jackson, working in Washington just a few miles from where I work! Our mutual friends couldn't believe that I didn't know this.

It sounds like you are obviously doing quite well – you were certainly the talk of the reunion! I'm loving Washington – been here for about 23 years, right out of law school. After 9 years in private practice, I moved to the Hill, where I advise Republican Members (yes, Republicans) on trade law and policy. It is job I really love.

Let me know more about you! I'd love to catch up!

A big hug,

Angela

Angela Paolini Ellard

Chief Trade Counsel (Republican)

Committee on Ways & Means, U.S. House of Representatives

1139E Longworth House Office Building

Washington, D.C. 20515

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To: windsor.richard@epa.gov[]
Cc: "Diane Thompson" [Thompson.Diane@epamail.epa.gov]; Ray Spears" [spears.ray@epa.gov]; Allyn Brooks-LaSure" [brooks-lasure.allyn@epa.gov]
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Thur 7/23/2009 6:32:36 PM
Subject: Administrator Email re: Childrens's Health and Env Education

Hi. The Hill notifications have been completed by OCIR -- no issues -- and the stake holder conversations took place yesterday (no major issues there, just questions).

So we'll send the Administrator memo to all staff tomorrow morning, once I alert both Peter and Ruth to the timing.

Seth

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Lisa Heinzerling/OU=DC/O=USEPA/C=US
Sent: Fri 7/24/2009 2:01:00 AM
Subject: LG&E
footnote 6.doc

This is a new facility (on a site where there is also an existing facility).

The petitioners are Sierra Club, Save the Valley, and Valley Watch.

The facility is located near Bedford, Kentucky, in Trimble County.

Attached again is footnote 6 of tomorrow's filing.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA;"Lisa Heinzerling"
[heinzerling.lisa@epa.gov]; Lisa Heinzerling" [heinzerling.lisa@epa.gov]
From: CN=Lisa Heinzerling/OU=DC/O=USEPA/C=US
Sent: Fri 7/24/2009 1:15:08 AM
Subject: Re: Title V petition

I just tried to call but I had the wrong number.

I'm at Personal Privacy

I'm getting the answers to the questions Carol raised.

----- Original Message -----

From: Richard Windsor

Sent: 07/23/2009 07:24 PM EDT

To: "Diane Thompson" <thompson.diane@epa.gov>; "Lisa Heinzerling" <heinzerling.lisa@epa.gov>

Subject: Title V petition

I spoke to Carol just to give her a heads up and I asked her to mention EPA's anticipated action at tomorrow morning's 8 am meeting. She was supportive. She asked if this was a new plant. I said yes. Let me know if I'm mistaken. She asked what city it was in. I said I would let her know. She asked who sued and I told her I thought it was Sierra but would confirm. I offered to get her the footnote 6 language.

Lisa H - I made 2 changes to the language when Diane showed it to me. Can you call me to discuss? I'll need to get the revised language tonight so I can get it to Carol.

On May 19, 2009, EPA and the Department of Transportation issued a Notice of Upcoming Joint Rulemaking to Establish Vehicle GHG Emissions Standards and CAFE Standards, for light-duty vehicles built in model years 2012 through 2016. 74 Fed. Reg. 24007 (May 22, 2009). They announced that EPA would be proposing GHG emission standards under the CAA, while the National Highway Traffic Safety Administration (NHTSA), on behalf of DOT, would be proposing Corporate Average Fuel Economy (CAFE) standards under the Energy Policy and Conservation Act (EPCA, as amended by the Energy Independence and Security Act of 2007). *Id.* at 24008; *see also* 42 U.S.C. § 7521(a) (CAA provision for motor vehicle emission standards) and 49 U.S.C. § 32902 (EPCA provision for CAFE standards). EPA had previously issued a proposal to find that emissions of GHGs from new motor vehicles and engines cause or contribute to air pollution that may reasonably be anticipated to endanger public health or welfare, a condition for issuing emissions standards under 42 U.S.C. 7521(a). 74 Fed. Reg. 18886 (April 24, 2009). If, upon the Agency’s reconsideration of the interpretation of “subject to regulation” presented in the Johnson Memo, the Agency decides to retain the interpretation contained in that Memo – that pollutants become subject to the PSD program upon the promulgation of a final standard controlling greenhouse gas emissions – then CO₂ (either on its own or as part of a group of GHGs) will become “regulated” for the purposes of the PSD program if and when EPA finalizes new motor vehicle standards such as those described in the May 22, 2009 Notice. These standards will be the product of a joint rulemaking by EPA and NHTSA, and NHTSA’s standards are due in late March 2010. 49 U.S.C. § 32902(a) (requiring NHTSA to promulgate CAFE standards at least 18 months prior to model year 2012 for those standards to apply in model year 2012); 74 Fed. Reg. 14196, 14199 & 14214 n.60 (March 30, 2009) (noting that NHTSA and manufacturers have historically considered March 30 of the prior calendar year to mark the deadline for setting CAFE standards for the next calendar year).

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Fri 7/24/2009 2:12:24 AM
Subject: Re: Title V petition

I just got this msg, do u have what u need?

----- Original Message -----

From: Richard Windsor

Sent: 07/23/2009 07:24 PM EDT

To: "Diane Thompson" <thompson.diane@epa.gov>; "Lisa Heinzerling" <heinzerling.lisa@epa.gov>

Subject: Title V petition

I spoke to Carol just to give her a heads up and I asked her to mention EPA's anticipated action at tomorrow morning's 8 am meeting. She was supportive. She asked if this was a new plant. I said yes. Let me know if I'm mistaken. She asked what city it was in. I said I would let her know. She asked who sued and I told her I thought it was Sierra but would confirm. I offered to get her the footnote 6 language.

Lisa H - I made 2 changes to the language when Diane showed it to me. Can you call me to discuss? I'll need to get the revised language tonight so I can get it to Carol.

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Lisa Heinzerling/OU=DC/O=USEPA/C=US
Sent: Fri 7/24/2009 8:47:55 PM
Subject: no filing today

Apparently -- who knew? I had been told the deadline was today -- we can make the filing we thought was due today on Monday instead. So we have until Monday to try to get an extension.

To: CN=Arvin Ganesan/OU=DC/O=USEPA/C=US@EPA;CN=Seth Oster/OU=DC/O=USEPA/C=US@EPA;CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA;CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=David McIntosh/OU=DC/O=USEPA/C=US@EPA[]; N=Seth Oster/OU=DC/O=USEPA/C=US@EPA;CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA;CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=David McIntosh/OU=DC/O=USEPA/C=US@EPA[]; N=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA;CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=David McIntosh/OU=DC/O=USEPA/C=US@EPA[]; N=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=David McIntosh/OU=DC/O=USEPA/C=US@EPA[]; N=David McIntosh/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Bob Sussman/OU=DC/O=USEPA/C=US
Sent: Fri 7/24/2009 11:50:20 PM
Subject: Perchlorate

Early next week, OMB will clear our Federal Register notice on perchlorate with few changes. While

Deliberative

We should be ready with a communications strategy and Congressional outreach plan. Happy to provide more background -- although OW will have the details.

Robert M. Sussman
Senior Policy Counsel to the Administrator
Office of the Administrator
US Environmental Protection Agency

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=Arvin
Ganesan/OU=DC/O=USEPA/C=US@EPA;CN=Allyn Brooks-
LaSure/OU=DC/O=USEPA/C=US@EPA[]; N=Arvin
Ganesan/OU=DC/O=USEPA/C=US@EPA;CN=Allyn Brooks-
LaSure/OU=DC/O=USEPA/C=US@EPA[]; N=Allyn Brooks-
LaSure/OU=DC/O=USEPA/C=US@EPA[]
From: CN=David McIntosh/OU=DC/O=USEPA/C=US
Sent: Sun 7/26/2009 5:01:45 PM
Subject: draft letter from you to Senator Voinovich

Administrator,

I recommend that you authorize me to put your signature on the letter pasted below and send it to Senator Voinovich's office as soon as the Energy Information Administration makes public its economic analysis of the Waxman-Markey bill. If Senator Voinovich does not respond to the letter by lifting his hold, I am reasonably optimistic that Majority Leader Reid will bring the nomination to a vote in the full Senate before the August recess.

-David

Dear Senator Voinovich,

Deliberative

Deliberative

Sincerely,

Lisa P. Jackson
Administrator,
Environmental Protection Agency

To: "Richard Windsor" [Windsor.Richard@epamail.epa.gov]
Cc: "Aaron Dickerson" [dickerson.aaron@epa.gov]; Robert Goulding" [goulding.robert@epa.gov]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Fri 7/24/2009 11:08:36 PM
Subject: Fw: EMBARGOED: Weekly Address: President Obama: Health Insurance Reform Will Strengthen Small Businesses
www.whitehouse.gov

FYI

From: "Milakofsky, Benjamin E." [Personal Privacy]
Sent: 07/24/2009 07:04 PM AST
To: "Lu, Christopher P." [Personal Privacy] "Smith, Elizabeth S." [Personal Privacy]
"Kimball, Astri B." [Personal Privacy] "Hurlbut, Brandon K." [Personal Privacy]
"French, Michael J." [Personal Privacy]
"Milakofsky, Benjamin E." [Personal Privacy]
Subject: EMBARGOED: Weekly Address: President Obama: Health Insurance Reform Will Strengthen Small Businesses

Dear Chiefs of Staff:

Please see the weekly address on Health Insurance Reform.

--Cabinet Affairs

THE WHITE HOUSE

Office of the Press Secretary

EMBARGOED UNTIL 6:00 AM ET, SATURDAY, July 25, 2009

WEEKLY ADDRESS: President Obama: Health Insurance Reform Will Strengthen Small Businesses

WASHINGTON – In his weekly address, President Barack Obama cited a report released this morning by the Council of Economic Advisors in explaining how health insurance reform will strengthen small businesses in America. With small businesses paying up to 18 percent more for health insurance than large businesses, too many small businesses are forced to cut benefits, lay off workers, or close down entirely. Health insurance reform will support small businesses by allowing them purchase plans through an insurance exchange and by providing tax credits to help them provide benefits.

The audio and video will be available at 6:00am Saturday, July 25, 2009 at www.whitehouse.gov.

Prepared Remarks of President Barack Obama

Weekly Address

Saturday, July 25th, 2009

I recently heard from a small business owner from New Jersey who wrote that he employs eight people and provides health insurance for all of them. But his policy goes up at least 20 percent each year, and today, it costs almost \$1,400 per family per month – his highest business expense besides his employees' salaries. He's already had to let two of them go, and he may be forced to eliminate health insurance altogether.

He wrote, simply: "I am not looking for free health care, I would just like to get my premiums reduced enough to be able to afford it."

Day after day, I hear from people just like him. Workers worried they may lose their coverage if they become too sick, or lose their job, or change jobs. Families who fear they may not be able to get insurance, or change insurance, if someone in their family has a pre-existing condition. And small business owners trying to make a living and do right by the people they employ.

These are the mom and pop stores and restaurants, beauty shops and construction companies that support families and sustain communities. They're the tiny startups with big ideas, hoping to become the next Google or Apple or HP. And, as shown in a new report released today by the White House Council of Economic Advisers, right now they are getting crushed by skyrocketing health care costs.

Because they lack the bargaining power that large businesses have and face higher administrative costs per person, small businesses pay up to 18 percent more for the very same health insurance plans – costs that eat into their profits and get passed on to their employees.

As a result, small businesses are much less likely to offer health insurance. Those that do tend to have less generous plans. In a recent survey, one third of small businesses reported cutting benefits. Many have dropped coverage altogether. And many have shed jobs, or shut their doors entirely.

This is unsustainable, it's unacceptable, and it's going to change when I sign health insurance reform into law.

Under the reform plans in Congress, small businesses will be able to purchase health insurance through an "insurance exchange," a marketplace where they can compare the price, quality and services of a wide variety of plans, many of which will provide better coverage at lower costs than the plans they have now. They can then pick the one that works best for them and their employees.

Small businesses that choose to insure their employees will also receive a tax credit to help them pay for it. If a small business chooses not to provide coverage, its employees can purchase high quality, affordable coverage through the insurance exchange on their own. Low-income workers – folks who are more likely to be working at small businesses – will qualify for a subsidy to help them cover the costs.

And no matter how you get your insurance, insurance companies will no longer be allowed to deny you coverage because of a pre-existing condition. They won't be able to drop your coverage if you get too sick or lose your job or change jobs. And we'll limit the amount your insurance company can force you to pay out of your own pocket.

To view the new report and learn more about how health insurance reform will help small businesses, go to WhiteHouse.gov, and send us your questions and comments – we'll answer as many of them as we can later this week.

Over the past few months, I've been pushing hard to make sure we finally address the need for health insurance reform, which has been deferred year after year, decade after decade. And today, after a lot of hard work in Congress, we are closer than ever before to finally passing reform that will reduce costs, expand coverage, and provide more choices for our families and businesses.

It has taken months to reach this point, and once this legislation passes, we'll need to move thoughtfully and deliberately to implement these reforms over a period of several years. That is why I feel such a sense of urgency about moving this process forward.

Now I know there are those who are urging us to delay reform. And some of them have actually admitted that this is a tactic designed to stop any reform at all. Some have even suggested that, regardless of its merits, health care reform should be stopped as a way to inflict political damage on my Administration. I'll leave it to them to explain

that to the American people.

What I'm concerned about is the damage that's being done right now to the health of our families, the success of our businesses, and the long-term fiscal stability of our government. I'm concerned about hard working folks who want nothing more than the security that comes with knowing they can get the care they need, when they need it. I'm concerned about the small business owners who are asking for nothing more than a chance to seize their piece of the American Dream. I'm concerned about our children and grandchildren who will be saddled with deficits that will continue piling up year after year unless we pass reform.

This debate is not a political game for these Americans, and they cannot afford to keep waiting for reform. We owe it to them to finally get it done – and to get it done this year. Thank you.

To: CN=David McIntosh/OU=DC/O=USEPA/C=US@EPA;CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]; N=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Arvin Ganesan/OU=DC/O=USEPA/C=US@EPA;CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA[]; N=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Sun 7/26/2009 7:10:08 PM
Subject: Re: draft letter from you to Senator Voinovich

Have u coordinated with WH on this? DT

----- Original Message -----

From: David McIntosh

Sent: 07/26/2009 01:01 PM EDT

To: Richard Windsor

Cc: Diane Thompson; Arvin Ganesan; Allyn Brooks-LaSure

Subject: draft letter from you to Senator Voinovich

Administrator,

I recommend that you authorize me to put your signature on the letter pasted below and send it to Senator Voinovich's office as soon as the Energy Information Administration makes public its economic analysis of the Waxman-Markey bill. If Senator Voinovich does not respond to the letter by lifting his hold, I am reasonably optimistic that Majority Leader Reid will bring the nomination to a vote in the full Senate before the August recess.

-David

Dear Senator Voinovich,

Deliberative

Deliberative

Sincerely,

Lisa P. Jackson
Administrator,
Environmental Protection Agency

To: CN=Diane Thompson/OU=DC/O=USEPA/C=US@EPA;CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]; N=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Arvin Ganesan/OU=DC/O=USEPA/C=US@EPA;CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA[]; N=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA[]
From: CN=David McIntosh/OU=DC/O=USEPA/C=US
Sent: Sun 7/26/2009 7:16:13 PM
Subject: Re: draft letter from you to Senator Voinovich

Deliberative

----- Original Message -----

From: Diane Thompson
Sent: 07/26/2009 03:10 PM EDT
To: David McIntosh; Richard Windsor
Cc: Arvin Ganesan; Allyn Brooks-LaSure
Subject: Re: draft letter from you to Senator Voinovich
Have u coordinated with WH on this? DT

----- Original Message -----

From: David McIntosh
Sent: 07/26/2009 01:01 PM EDT
To: Richard Windsor
Cc: Diane Thompson; Arvin Ganesan; Allyn Brooks-LaSure
Subject: draft letter from you to Senator Voinovich

Administrator,

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-David

Dear Senator Voinovich,

Deliberative

Deliberative

Sincerely,

Lisa P. Jackson
Administrator,
Environmental Protection Agency

To: windsor.richard@epa.gov[]
Cc: thompson.diane@epa.gov[]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Sun 7/26/2009 7:17:29 PM
Subject: Fw: Strategic & Economic Dialogue Dinner, July 28, 2009 -- Obama ethics pledge compliance

Hi Lisa - There is a dinner on Tuesday night at the Ritz-Carlton in honor of the Chinese delegation. It's being hosted by a number of organizations, including a few that are registered lobbyists (e.g., the US China Business Council). Those of us who have signed the President's ethics pledge are prevented from going unless we receive a "national interest" waiver from our designated agency ethics official. We have learned that our counterparts from Treasury and State are getting waivers so that they can attend, since most, if not all, of the Chinese delegation will be there. My inclination is see if Pat (and/or Justina) can issue waivers here (my guess is that this won't be a problem) so that we will be present. Could be a valuable follow-up forum, and this strikes me as a pretty safe and justifiable circumstance for the exercise of a waiver. I would be inclined to request a waiver for you, me, Gina and Lisa H., recognizing that not all of us would likely go. I suppose I could add Michelle to that list. Maybe I could use the event to introduce her to her Chinese counterparts. Or we can request waivers for a smaller list. Thoughts on this (to request waivers and how many)? If we proceed this way, would you envision going? If yes, would you want to bring Kenny? Thanks, Scott

u - should

----- Original Message -----

From: Mark Kasman
Sent: 07/24/2009 02:27 PM EDT
To: Scott Fulton
Cc: Gary Waxmonsky
Subject: Fw: Strategic & Economic Dialogue Dinner, July 28, 2009 -- Obama ethics pledge compliance
Scott

More on the dinner. If we get a national interest waiver do you want us to get you invited?

- Mark

Mark S. Kasman
Senior Advisor, Asia-Pacific
Office of International Affairs (2650R)
U.S. Environmental Protection Agency
1300 Pennsylvania Avenue, N.W.
Washington, D.C. 20460
TEL: 1-202-564-2024
FAX: 1-202-565-2411

----- Forwarded by Mark Kasman/DC/USEPA/US on 07/24/2009 02:26 PM -----

From: "Erin Ennis" <eenis@uschina.org>
To: Mark Kasman/DC/USEPA/US@EPA, LisaP Jackson/DC/USEPA/US@EPA, Gary Waxmonsky/DC/USEPA/US@EPA
Date: 07/24/2009 01:25 PM
Subject: Strategic & Economic Dialogue Dinner, July 28, 2009 -- Obama ethics pledge compliance

All:

As you know, you have been invited to attend a dinner on Tuesday, July 28, 2009 in honor of the US-China Strategic and Economic Dialogue.

Several of the organizations hosting the dinner are registered lobbyists, thus any Obama Administration employees subject to the ethics requirements in Executive Order 13490 must be granted a waiver to attend the dinner.

OMB has instructed us that waiver authority has been delegated to the Designated Agency Ethics Officials (DAEO) within each agency. We have been informed that the Departments of State and Treasury are requesting national interest waivers their political appointees to attend the dinner, but any waiver issued will only cover their employees, not any other agencies.

If your agency is interested in seeking a similar waiver, your DAEO should request one as well. I have pasted a list below of all your department's

employees – political and non – that USCBC has invited to attend, so that your ethics counsel has an idea of who may need a waiver.

If your DAEO would like to speak to State's contact on this matter, it is Chip Brooks, 202-647-2878, BrooksWW@state.gov.

I should point out that this event is not a fundraiser. Let me know if you need any further information on this issue.

We hope to see you on Tuesday!

Erin

Erin Ennis

Vice President

US-China Business Council

1818 N Street NW, Suite 200

Washington, DC 20036

202-429-0340 phone

Personal Privacy mobile
eennis@uschina.org

To: CN=David McIntosh/OU=DC/O=USEPA/C=US@EPA[]
Cc: "Richard Windsor" [Windsor.Richard@epamail.epa.gov]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Sun 7/26/2009 9:16:39 PM
Subject: Re: draft letter from you to Senator Voinovich

Let's discuss tomorrow before anything goes.

----- Original Message -----

From: David McIntosh
Sent: 07/26/2009 03:16 PM EDT
To: Diane Thompson; Richard Windsor
Cc: Arvin Ganesan; Allyn Brooks-LaSure
Subject: Re: draft letter from you to Senator Voinovich

Deliberative

----- Original Message -----

From: Diane Thompson
Sent: 07/26/2009 03:10 PM EDT
To: David McIntosh; Richard Windsor
Cc: Arvin Ganesan; Allyn Brooks-LaSure
Subject: Re: draft letter from you to Senator Voinovich
Have u coordinated with WH on this? DT

----- Original Message -----

From: David McIntosh
Sent: 07/26/2009 01:01 PM EDT
To: Richard Windsor
Cc: Diane Thompson; Arvin Ganesan; Allyn Brooks-LaSure
Subject: draft letter from you to Senator Voinovich

Administrator,

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-David

Dear Senator Voinovich,

Deliberative

Deliberative

Sincerely,

Lisa P. Jackson
Administrator,
Environmental Protection Agency

To: "Richard Windsor" [Windsor.Richard@epamail.epa.gov]
Cc: "Lisa Heinzerling" [Heinzerling.Lisa@epamail.epa.gov]; Gina McCarthy [McCarthy.Gina@epamail.epa.gov]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 2:46:50 AM
Subject: Meeting with Vice Min. Li

Hi Lisa - Had a good meeting with Vice Minister Li this evening. Ran almost 2 hours. A few things of possible relevance to tomorrow's meeting.

Deliberative

See you in the morning, Scott

To: CN=Eric Wachter/OU=DC/O=USEPA/C=US@EPA[]
Cc: windsor.richard@epa.gov;moats.michael@epa.gov;goulding.robert@epa.gov[];
oats.michael@epa.gov;goulding.robert@epa.gov[]; oulding.robert@epa.gov[]
From: CN=Scott Fulton/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 4:03:42 AM
Subject: Fulton's suggested edits to Administrator Jackson's draft for SED
[LPJ intervention China SED Meeting \(3\).doc](#)
[LPJ intervention China SED Meeting \(3\) clean.doc](#)

Eric - I may be too late, but I have taken a crack at rearranging the Administrator's talking points. The earlier version was okay content-wise, but I thought the flow would be better as I have reconfigured it (to lead up to GHG rather than lead with it). I have attached my recrafting of it for what it's worth (both a clean version and a show changes version).

Scott

-----Eric Wachter/DC/USEPA/US wrote: -----

To: "Scott Fulton" <fulton.scott@epa.gov>
From: Eric Wachter/DC/USEPA/US
Date: 07/26/2009 05:17PM
Subject: Fw: FOR TMRW: Administrator Jackson's draft for SED

Scott,

Here's the latest. Thanks.

Michael Moats

----- Original Message -----

From: Michael Moats

Sent: 07/26/2009 02:21 PM EDT

To: Eric Wachter; Robert Goulding; Seth Oster; Allyn Brooks-LaSure; Marcus McClendon; Katharine Gage

Subject: FOR TMRW: Administrator Jackson's draft for SED

The White House is still reviewing this but I want to make sure LPJ has the draft. Will update with changes if and when they come. Thx

Michael Moats

----- Original Message -----

From: Michael Moats

Sent: 07/24/2009 05:55 PM EDT

To: "Vogel, Matthew A." <[REDACTED]> **Personal Privacy**

Cc: Seth Oster; Allyn Brooks-LaSure; "LaBolt, Benjamin" <[REDACTED]> **Personal Privacy**

Subject: Administrator Jackson's draft for SED

Matt, attached are the draft remarks for Monday's forum with China. As I understand it, NEC has asked to review. Thanks.

Michael Moats
Speechwriter
US EPA | Office of the Administrator
Office: 202-564-1687
Mobile: Personal Privacy

[attachment "20090727 China SED Meeting (2).doc" removed by Scott Fulton/DC/USEPA/US]

Administrator Lisa P. Jackson

S&ED Special Session II

July 27, 2009

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Deliberative

Deliberative

- I thank you all for being here. I look forward to working with you.

[Hand-off to next speaker, CEQ Chair Nancy Sutley (tbc)]

Administrator Lisa P. Jackson

S&ED Special Session II

July 27, 2009

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Deliberative

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<<P>>

Deliberative

- I thank you all for being here. I look forward to working with you.
- [Hand-off to next speaker, CEQ Chair Nancy Sutley (tbc)]

To: CN=Scott Fulton/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Eric Wachter/OU=DC/O=USEPA/C=US@EPA;goulding.robert@epa.gov;moats.michael@epa.gov;windsor.richard@epa.gov[];
goulding.robert@epa.gov;moats.michael@epa.gov;windsor.richard@epa.gov[];
moats.michael@epa.gov;windsor.richard@epa.gov[]; indsor.richard@epa.gov[]
From: CN=Michael Moats/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 1:01:21 PM
Subject: Re: Fulton's suggested edits to Administrator Jackson's draft for SED

I think this is a good way to present it. I'm still standing by to hear from the WH on edits to the previous draft of this. I will apply their notes on top of Scott's edits.

I'm also going through to trim a few things because this will run longer than the 5-7 minutes allotted time.

Back soon with some edits. Thanks.

Michael Moats
Speechwriter
US EPA | Office of the Administrator
Office: 202-564-1687
Mobile: Personal Privacy

From: Scott Fulton/DC/USEPA/US
To: Eric Wachter/DC/USEPA/US@EPA
Cc: windsor.richard@epa.gov, moats.michael@epa.gov, goulding.robert@epa.gov
Date: 07/27/2009 12:03 AM
Subject: Fulton's suggested edits to Administrator Jackson's draft for SED

Eric - I may be too late, but I have taken a crack at rearranging the Administrator's talking points. The earlier version was okay content-wise, but I thought the flow would be better as I have reconfigured it (to lead up to GHG rather than lead with it). I have attached my recrafting of it for what it's worth (both a clean version and a show changes version).

Scott
-----Eric Wachter/DC/USEPA/US wrote: -----

To: "Scott Fulton" <fulton.scott@epa.gov>
From: Eric Wachter/DC/USEPA/US
Date: 07/26/2009 05:17PM
Subject: Fw: FOR TMRW: Administrator Jackson's draft for SED

Scott,
Here's the latest. Thanks.

Michael Moats

----- Original Message -----

From: Michael Moats

Sent: 07/26/2009 02:21 PM EDT

To: Eric Wachter; Robert Goulding; Seth Oster; Allyn Brooks-LaSure; Marcus McClendon; Katharine Gage

Subject: FOR TMRW: Administrator Jackson's draft for SED

The White House is still reviewing this but I want to make sure LPJ has the draft. Will update with changes if and when they come. Thx

Michael Moats

----- Original Message -----

From: Michael Moats

Sent: 07/24/2009 05:55 PM EDT

To: "Vogel, Matthew A." <[REDACTED]>

Personal Privacy

Cc: Seth Oster; Allyn Brooks-LaSure; "LaBolt, Benjamin" <[REDACTED]>

Personal Privacy

Subject: Administrator Jackson's draft for SED

Matt, attached are the draft remarks for Monday's forum with China. As I understand it, NEC has asked to review. Thanks.

Michael Moats

Speechwriter

US EPA | Office of the Administrator

Office: 202-564-1687

Mobile: [REDACTED]

[attachment "20090727 China SED Meeting (2).doc" removed by Scott Fulton/DC/USEPA/US][attachment "LPJ intervention China SED Meeting (3).doc" deleted by Michael Moats/DC/USEPA/US] [attachment "LPJ intervention China SED Meeting (3) clean.doc" deleted by Michael Moats/DC/USEPA/US]

To: CN=Eric
Wachter/OU=DC/O=USEPA/C=US@EPA;goulding.robert@epa.gov;CN=Scott
Fulton/OU=DC/O=USEPA/C=US@EPA;windsor.richard@epa.gov[];
oulding.robert@epa.gov;CN=Scott
Fulton/OU=DC/O=USEPA/C=US@EPA;windsor.richard@epa.gov[]; N=Scott
Fulton/OU=DC/O=USEPA/C=US@EPA;windsor.richard@epa.gov[]; indsor.richard@epa.gov[]
Cc: CN=Allyn Brooks-LaSure/OU=DC/O=USEPA/C=US@EPA;CN=Seth
Oster/OU=DC/O=USEPA/C=US@EPA[]; N=Seth Oster/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Michael Moats/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 1:45:19 PM
Subject: UPDATED Fulton's suggested edits to Administrator Jackson's draft for SED
[20090727 China SED Meeting \(3\).doc](#)
[20090727 LPJ China SED Meeting \(3\) CLEAN.doc](#)

WH approved. Clean and tracked versions attached.

Michael Moats
Speechwriter
US EPA | Office of the Administrator
Office: 202-564-1687
Mobile: Personal Privacy

From: Michael Moats/DC/USEPA/US
To: Scott Fulton/DC/USEPA/US@EPA
Cc: Eric Wachter/DC/USEPA/US@EPA, goulding.robert@epa.gov, moats.michael@epa.gov,
windsor.richard@epa.gov
Date: 07/27/2009 09:01 AM
Subject: Re: Fulton's suggested edits to Administrator Jackson's draft for SED

I think this is a good way to present it. I'm still standing by to hear from the WH on edits to the previous draft of this. I will apply their notes on top of Scott's edits.

I'm also going through to trim a few things because this will run longer than the 5-7 minutes allotted time.

Back soon with some edits. Thanks.

Michael Moats
Speechwriter
US EPA | Office of the Administrator
Office: 202-564-1687
Mobile: Personal Privacy

From: Scott Fulton/DC/USEPA/US
To: Eric Wachter/DC/USEPA/US@EPA
Cc: windsor.richard@epa.gov, moats.michael@epa.gov, goulding.robert@epa.gov
Date: 07/27/2009 12:03 AM
Subject: Fulton's suggested edits to Administrator Jackson's draft for SED

Eric - I may be too late, but I have taken a crack at rearranging the Administrator's talking points. The earlier version was okay content-wise, but I thought the flow would be better as I have reconfigured it (to lead up to GHG rather than lead with it). I have attached my recrafting of it for what it's worth (both a clean version and a show changes version).

Scott

-----Eric Wachter/DC/USEPA/US wrote: -----

To: "Scott Fulton" <fulton.scott@epa.gov>
From: Eric Wachter/DC/USEPA/US
Date: 07/26/2009 05:17PM
Subject: Fw: FOR TMRW: Administrator Jackson's draft for SED

Scott,
Here's the latest. Thanks.

Michael Moats

----- Original Message -----

From: Michael Moats
Sent: 07/26/2009 02:21 PM EDT
To: Eric Wachter; Robert Goulding; Seth Oster; Allyn Brooks-LaSure; Marcus McClendon; Katharine Gage
Subject: FOR TMRW: Administrator Jackson's draft for SED
The White House is still reviewing this but I want to make sure LPJ has the draft. Will update with changes if and when they come. Thx
Michael Moats

----- Original Message -----

From: Michael Moats
Sent: 07/24/2009 05:55 PM EDT
To: "Vogel, Matthew A." Personal Privacy
Cc: Seth Oster; Allyn Brooks-LaSure; "LaBolt, Benjamin" Personal Privacy
Subject: Administrator Jackson's draft for SED
Matt, attached are the draft remarks for Monday's forum with China. As I understand it, NEC has asked to review. Thanks.

Michael Moats
Speechwriter
US EPA | Office of the Administrator

Office: 202-564-1687

Mobile: **Personal Privacy**

[attachment "20090727 China SED Meeting (2).doc" removed by Scott Fulton/DC/USEPA/US][attachment "LPJ intervention China SED Meeting (3).doc" deleted by Michael Moats/DC/USEPA/US] [attachment "LPJ intervention China SED Meeting (3) clean.doc" deleted by Michael Moats/DC/USEPA/US]

Administrator Lisa P. Jackson

S&ED Special Session II

July 27, 2009

- I'm glad to be here with Vice Minister Li [*phon*: LEE] to build on decades of active cooperation between EPA and China.
- Over the years, EPA has worked with the Ministry of Environmental Protection (MEP) and its predecessors, as well as other national, regional, and municipal authorities in China.
- Today we are strengthening that partnership – a necessary and welcome step in confronting our great economic and environmental challenges.
- As we look to where we're going, it is important to reflect on where we've been and where we are now. Considering the work already accomplished and underway, we have a strong platform for this collaboration.

<<P>>

- For example, our work together under the Ten Year Framework on Clean Water. MEP and EPA have been partnering under the Clean Water Action Plan, and I'm pleased to report that our cooperation will soon move to a new phase.

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- I thank you all for being here. I look forward to working with you.
- [Hand-off to next speaker, CEQ Chair Nancy Sutley (tbc)]

To: windsor.richard@epa.gov[]
Cc: "Allyn Brooks-LaSure" [brooks-lasure.allyn@epa.gov];
hompson.Diane@epamail.epa.gov;"Michael Moats" [Moats.Michael@epamail.epa.gov]; Michael
Moats" [Moats.Michael@epamail.epa.gov]; David McIntosh" [McIntosh.David@epamail.epa.gov];
N=Arvin Ganesan/OU=DC/O=USEPA/C=US;"Lisa Heinzerling"
[Heinzerling.Lisa@epamail.epa.gov]; Lisa Heinzerling" [Heinzerling.Lisa@epamail.epa.gov]; Bob
Sussman" [Sussman.Bob@epamail.epa.gov]
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 1:14:30 PM
Subject: Fw: EMBARGOED: Remarks of President Obama at the U.S.-China Strategic and
Economic Dialogue

From: "White House Press Office" [whitehouse-lists-noreply@list.whitehouse.gov]
Sent: 07/27/2009 09:10 AM AST
To: Seth Oster
Subject: EMBARGOED: Remarks of President Obama at the U.S.-China Strategic and Economic Dialogue

THE WHITE HOUSE

Office of the Press Secretary

—

EMBARGOED UNTIL DELIVERY

July 27, 2009

Remarks of President Barack Obama – As Prepared for Delivery

U.S.-China Strategic and Economic Dialogue

Washington, DC

July 27, 2009

Good morning. It's an honor to welcome you to the first meeting of the Strategic and Economic Dialogue between the United States and China. This is an essential step forward in advancing a positive, constructive, and comprehensive relationship between our countries. I'm pleased that President Hu shares my commitment to a sustained dialogue to enhance our shared interests.

President Hu and I both felt that it was important to get our relationship off to a good start. Of course, as a new President and as a basketball fan, I have learned from the words of Yao Ming, who said – “No matter whether you are new or an old team member, you need time to adjust to one another.” Well, through the constructive meetings that we have already had, and through this dialogue, I am confident that we will meet Yao’s standard.

I want to acknowledge the remarkable American and Chinese leaders who will Co-Chair this effort. Hillary Clinton and Tim Geithner are two of my closest advisors, and they both have extraordinary experience working with China. I know that they will have extremely capable and committed Chinese counterparts in State Councilor Dai and Vice Premier Wang.

I also look forward to the confirmation of an outstanding U.S. Ambassador to China, Governor Jon Huntsman. Jon has deep experience living and working in Asia, and – unlike me – he speaks fluent Mandarin Chinese. He also happens to be a Republican who co-chaired Senator McCain’s campaign. I think that demonstrates Jon’s commitment to serving his country, and the broad, bipartisan support for positive and productive relations between the United States and China.

Today, we meet in a building that speaks to the history of the last century. It houses a national memorial to President Woodrow Wilson, a man who held office when the 20th century was still young, and America’s leadership in the world was emerging. It is named for Ronald Reagan, a man who came of age during two World Wars, and whose presidency helped usher in a new era of history. And it holds a piece of the Berlin Wall, a decades-long symbol of division that was finally torn down, unleashing a rising tide of globalization that continues to shape our world.

One hundred years ago – in the early days of the 20th century – it was clear that there were momentous choices to be made – choices about the borders of nations and the rights of human beings. But in Woodrow Wilson’s day, no one could have foreseen the arc of history that led to a wall coming down in Berlin, nor could they have imagined the conflict and upheaval that characterized the years in between. For people everywhere – from Boston to Beijing – the 20th century was a time of great progress, but that progress also came with a great price.

Today, we look out on the horizon of a new century. And as we launch this dialogue, it is important for us to reflect upon the questions that will shape the 21st century. Will growth be stalled by events like our current crisis, or will we cooperate to create balanced and sustainable growth, lifting more people out of poverty and creating a broader prosperity? Will the need for energy breed competition and climate change, or will we build partnerships to produce clean power and to protect our planet? Will nuclear weapons spread unchecked, or will we forge a new consensus to use this power for only peaceful purposes? Will extremists be able to stir conflict and division, or will we unite on behalf of our shared security? Will nations and peoples define themselves solely by their differences, or can we find the common ground necessary to meet our common challenges, and to respect the dignity of every human being?

We cannot predict with certainty what the future will bring, but we can be certain about the issues that will define

our times. And we also know this: the relationship between the United States and China will shape the 21st century, which makes it as important as any bilateral relationship in the world. That reality must underpin our partnership. That is the responsibility we bear.

As we look to the future, we can learn from our past – for history shows us that both our nations benefit from engagement that is grounded in mutual interests and mutual respect. During my time in office, we will mark the 40th anniversary of President Nixon’s trip to China. At that time, the world was much different than it is today. America had fought three wars in East Asia in just thirty years, and the Cold War was in a stalemate. China’s economy was cut off from the world, and a huge percentage of the Chinese people lived in extreme poverty.

Back then, our dialogue was guided by a narrow focus on our shared rivalry with the Soviet Union. Today, we have a comprehensive relationship that reflects the deepening ties among our people. Our countries have now shared relations for longer than we were estranged. Our people interact in so many ways. And I believe that we are poised to make steady progress on some of the most important issues of our times.

My confidence is rooted in the fact that the United States and China share mutual interests. If we advance those interests through cooperation, our people will benefit, and the world will be better off – because our ability to partner with each other is a prerequisite for progress on many of the most pressing global challenges.

First, we can cooperate to advance our mutual interest in a lasting economic recovery. The current crisis has made it clear that the choices made within our borders reverberate across the global economy – and this is true not just of New York and Seattle, but Shanghai and Shenzhen as well. That is why we must remain committed to strong bilateral and multilateral coordination. And that is the example we have set by acting aggressively to restore growth, prevent a deeper recession and save jobs for our people.

Going forward, we can deepen this cooperation. We can promote financial stability through greater transparency and regulatory reform. We can pursue trade that is free and fair, and seek to conclude an ambitious and balanced Doha Round agreement. We can update international institutions so that growing economies like China play a greater role that matches their greater responsibility. And as Americans save more and Chinese are able to spend more, we can put growth on a more sustainable foundation - because just as China has benefited from substantial investment and profitable exports, China can also be an enormous market for American goods.

Second, we can cooperate to advance our mutual interest in a clean, secure, and prosperous energy future. The United States and China are the two largest consumers of energy in the world. We are also the two largest emitters of greenhouse gases in the world. Let’s be frank: neither of us profits from a growing dependence on foreign oil, nor can we spare our people from the ravages of climate change unless we cooperate. Common sense calls upon us to act.

Both of our countries are taking steps to transform our energy economies. Together we can chart a low carbon

recovery; we can expand joint efforts at research and development to promote the clean and efficient use of energy; and we can work together to forge a global response at the Climate Change Conference in Copenhagen and beyond. And the best way to foster the innovation that can increase our security and prosperity is to keep our markets open to new ideas, new exchanges, and new sources of energy.

Third, we can cooperate to advance our mutual interests in stopping the spread of nuclear weapons. Make no mistake: the more nations acquire these weapons, the more likely it is that they will be used. Neither America nor China has an interest in a terrorist acquiring a bomb, or a nuclear arms race breaking out in East Asia. That is why we must continue our collaboration to achieve the denuclearization of the Korean peninsula, and make it clear to North Korea that the path to security and respect can be traveled if they meet their obligations. And that is why we must also be united in preventing Iran from acquiring a nuclear weapon, and urging the Islamic Republic to live up to its international obligations.

This is not about singling out any one nation – it is about the responsibility of all nations. Together, we must cooperate to secure all vulnerable nuclear materials around the world, which will be a focus of our Global Nuclear Summit next year. And together, we must strengthen the Nuclear Non-Proliferation Treaty by renewing its basic bargain: countries with nuclear weapons will move toward disarmament; countries without nuclear weapons will not acquire them; and all countries can access peaceful nuclear energy. A balance of terror cannot hold. In the 21st century, a strong and global regime is the only basis for security from the world's deadliest weapons.

And fourth, we can cooperate to advance our mutual interests in confronting transnational threats. The most pressing dangers we face no longer come from competition among great powers – they come from extremists who murder innocents; from traffickers and pirates who pursue their own profit at the expense of others; from disease that knows no borders; and from suffering and civil wars that breed instability and terror. These are the threats of the 21st century. And that is why the pursuit of power among nations must no longer be seen as a zero-sum game. Progress – including security – must be shared.

Through increased ties between our militaries, we can diminish causes for dispute while providing a framework for cooperation. Through continued intelligence-sharing, we can disrupt terrorist plots and dismantle terrorist networks. Through early warning and coordination, we can check the spread of disease. And through determined diplomacy, we must meet our responsibility to seek the peaceful resolution of conflict – and that can begin with a renewed push to end the suffering in Darfur, and to promote a comprehensive peace in Sudan.

All of these issues are rooted in the fact that no one nation can meet the challenges of the 21st century on its own, nor effectively advance its interests in isolation. It is this fundamental truth that compels us to cooperate. I have no illusions that the United States and China will agree on every issue, nor choose to see the world in the same way. But that only makes dialogue more important – so that we can know each other better, and communicate our concerns with candor.

For instance, the United States respects the progress that China has made by lifting hundreds of millions of people out of poverty. Just as we respect China's ancient culture and remarkable achievements, we also strongly believe

that the religion and culture of all peoples must be respected and protected, and that all people should be free to speak their minds. That includes ethnic and religious minorities in China, as surely as it includes minorities within the United States.

Support for human rights and human dignity is ingrained in America. Our nation is made up of immigrants from every part of the world. We have protected our unity and struggled to perfect our union by extending basic rights to all our people. Those rights include the freedom to speak your mind; to worship your God; and to choose your leaders. These are not things that we seek to impose – this is who we are. It guides our openness to one another, and to the world.

China has its own distinct story that shapes its own worldview. And Americans know the richness of China's history because it has helped to shape the world. We know the talent of the Chinese people because they have helped to shape America – my own cabinet contains two Chinese Americans. And we know that despite our differences, America is enriched through deeper ties with a country of 1.3 billion people that is at once ancient and dynamic – ties that can be forged through increased exchanges among our people, and constructive bilateral relations between our governments. That is how we will narrow our divisions.

Let's be honest: we know that some are wary of the future. Some in China think that America will try to contain China's ambitions; some in America think that there is something to fear in a rising China. I take a different view. I believe in a future where China is a strong, prosperous and successful member of the community of nations; a future when our nations are partners out of necessity, but also out of opportunity. This future is not fixed, but it is a destination that can be reached if we pursue a sustained dialogue like the one that you will commence today, and act on what we hear and what we learn.

Thousands of years ago, the great philosopher Mencius (men-shus) said: "A trail through the mountains, if used, becomes a path in a short time, but, if unused, becomes blocked by grass in an equally short time." Our task is to forge a path to the future that we seek for our children – to prevent mistrust or the inevitable differences of the moment from allowing that trail to be blocked by grass; to always be mindful of the journey that we are undertaking together.

This Dialogue will help determine the ultimate destination of that journey. It represents a commitment to shape our young century through sustained cooperation, not confrontation. I look forward to carrying this effort forward through my first visit to China, where I hope to come to know better your leaders, your people, and your majestic country. Together, I am confident that we can move steadily in the direction of progress, and meet our responsibility to our people, and to the future that we will share. Thank you.

##

Administrator Lisa P. Jackson

S&ED Special Session II

July 27, 2009

- I'm glad to be here with Vice Minister Li [*phon*: LEE] to build on decades of active cooperation between EPA and China.
- Over the years, EPA has worked with the Ministry of Environmental Protection (MEP) and its predecessors, as well as other national, regional, and municipal authorities in China.
- Today we are strengthening that partnership – a necessary and welcome step in confronting our great economic and environmental challenges.
- As we look to where we're going, it is important to reflect on where we've been and where we are now.

- Considering the work already accomplished and underway, we have a strong platform for this collaboration.

<<P>>

- For example, our work together under the Ten Year Framework on Clean Water. MEP and EPA have been partnering under the Clean Water Action Plan, and I'm pleased to report that our cooperation will soon move to a new phase.

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- I thank you all for being here. I look forward to working with you.
- [Hand-off to next speaker, CEQ Chair Nancy Sutley (tbc)]

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 4:52:46 PM
Subject: NYT Krugman Op-ed on Blue Dogs
PAUL KRUGMAN

When/if you have a free moment and feel like reading....this piece is not related to environment or energy issues....it's on health care....but I thought you might find it interesting nevertheless, because it gives a sense of how the Blue Dogs continue to operate and affect policy.

Seth

NEW YORK TIMES

July 27, 2009

Op-Ed Columnist

An Incoherent Truth

By PAUL KRUGMAN

Right now the fate of health care reform seems to rest in the hands of relatively conservative Democrats — mainly members of the Blue Dog Coalition, created in 1995. And you might be tempted to say that President Obama needs to give those Democrats what they want.

But he can't — because the Blue Dogs aren't making sense.

To grasp the problem, you need to understand the outline of the proposed reform (all of the Democratic plans on the table agree on the essentials.)

Reform, if it happens, will rest on four main pillars: regulation, mandates, subsidies and competition.

By regulation I mean the nationwide imposition of rules that would prevent insurance companies from denying coverage based on your medical history, or dropping your coverage when you get sick. This would stop insurers from gaming the system by covering only healthy people.

On the other side, individuals would also be prevented from gaming the system: Americans would be required to buy insurance even if they're currently healthy, rather than signing up only when they need care. And all but the smallest businesses would be required either to provide their employees with insurance, or to pay fees that help cover the cost of subsidies — subsidies that would make insurance affordable for lower-income American families.

Finally, there would be a public option: a government-run insurance plan competing with private insurers, which would help hold down costs.

The subsidy portion of health reform would cost around a trillion dollars over the next decade. In all the plans currently on the table, this expense would be offset with a combination of cost savings elsewhere and additional taxes, so that there would be no overall effect on the federal deficit.

So what are the objections of the Blue Dogs?

Well, they talk a lot about fiscal responsibility, which basically boils down to worrying about the cost of those subsidies. And it's tempting to stop right there, and cry foul. After all, where were those concerns about fiscal responsibility back in 2001, when most conservative Democrats voted enthusiastically for that year's big Bush tax cut — a tax cut that added \$1.35 trillion to the deficit?

But it's actually much worse than that — because even as they complain about the plan's cost, the Blue Dogs are making demands that would greatly increase that cost.

There has been a lot of publicity about Blue Dog opposition to the public option, and rightly so: a plan without a public option to hold down insurance premiums would cost taxpayers more than a plan with such an option.

But Blue Dogs have also been complaining about the employer mandate, which is even more at odds with their supposed concern about spending. The Congressional Budget Office has already weighed in on this issue: without an employer mandate, health care reform would be undermined as many companies

dropped their existing insurance plans, forcing workers to seek federal aid — and causing the cost of subsidies to balloon. It makes no sense at all to complain about the cost of subsidies and at the same time oppose an employer mandate.

So what do the Blue Dogs want?

Maybe they're just being complete hypocrites. It's worth remembering the history of one of the Blue Dog Coalition's founders: former Representative Billy Tauzin of Louisiana. Mr. Tauzin switched to the Republicans soon after the group's creation; eight years later he pushed through the 2003 Medicare Modernization Act, a deeply irresponsible bill that included huge giveaways to drug and insurance companies. And then he left Congress to become, yes, the lavishly paid president of PhRMA, the pharmaceutical industry lobby.

One interpretation, then, is that the Blue Dogs are basically following in Mr. Tauzin's footsteps: if their position is incoherent, it's because they're nothing but corporate tools, defending special interests. And as the Center for Responsive Politics pointed out in a recent report, drug and insurance companies have lately been pouring money into Blue Dog coffers.

But I guess I'm not quite that cynical. After all, today's Blue Dogs are politicians who didn't go the Tauzin route — they didn't switch parties even when the G.O.P. seemed to hold all the cards and pundits were declaring the Republican majority permanent. So these are Democrats who, despite their relative conservatism, have shown some commitment to their party and its values.

Now, however, they face their moment of truth. For they can't extract major concessions on the shape of health care reform without dooming the whole project: knock away any of the four main pillars of reform, and the whole thing will collapse — and probably take the Obama presidency down with it.

Is that what the Blue Dogs really want to see happen? We'll soon find out.

Seth Oster
Associate Administrator
Office of Public Affairs
Environmental Protection Agency
(202) 564-1918
oster.seth@epa.gov

To: CN=Seth Oster/OU=DC/O=USEPA/C=US@EPA;CN=Craig Hooks/OU=DC/O=USEPA/C=US@EPA[]; N=Craig Hooks/OU=DC/O=USEPA/C=US@EPA[]
Cc: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 5:53:43 PM
Subject: Fw: Memo on Administrative Savings - TIME SENSITIVE
[admin savings memo -- final.doc](#)
[admin savings table -- final.xls](#)
[admin savings appendix -- final.docx](#)

The only item listed for EPA is an Energy Efficient Lighting Pilot Project, with savings TBD.

Diane E. Thompson
Chief of Staff
U. S. Environmental Protection Agency
202-564-6999

----- Forwarded by Diane Thompson/DC/USEPA/US on 07/27/2009 01:48 PM -----

From: "Lu, Christopher P." [Personal Privacy]
To: "Lu, Christopher P." [Personal Privacy]; "Smith, Elizabeth S." [Personal Privacy]; "Kimball, Astri B." [Personal Privacy]; Hurlbut, Brandon K." [Personal Privacy]; "French, Michael J." [Personal Privacy]; "Milakofsky, Benjamin E." [Personal Privacy]
Date: 07/27/2009 12:04 PM
Subject: Memo on Administrative Savings - TIME SENSITIVE

Dear Chiefs of Staff:

At around 3 p.m. today, we'll be releasing a memo from me and Peter Orszag to the President spelling out the administrative cost savings that your agencies have identified. As you know, at the first Cabinet meeting, the President requested that the Cabinet identify \$100 million in cost savings by July 20. Because of your efforts, we'll be able to announce \$500 million in cost savings.

I wanted all of you to see this memo in advance so your communications shops will be ready for questions. But this memo should be tightly held until it's released by the White House. Let me know if you have any questions. And thank you for your great work on this.

--Chris

SUMMARY OF ADMINISTRATIVE SAVINGS PROPOSALS

AS OF JULY 21, 2009

(in thousands of dollars)

Recommendation	Count*	2009 Savings (in \$000)	2010 Savings (If available) (in \$000)	Total Savings (2009/10, plus outyears if available) (in \$000)
Recommended	76	231,586	269,241	522,810
Not Recommended.....	31	1,153,630	3,470,524	4,793,111
Recommendation Pending.....	9	1,262	600	1,862
Withdrawn by Agency.....	40	479,121	469,477	948,698

* Note:

Some proposals in Count may have no savings in 2009

PROPOSED SAVINGS (in thousands of dollars)			
Agency	Proposal	FY 2009 Savings	FY 2010 (if Available) Savings
Department of Agriculture	Animal and Plant Health Inspection Services -- Meetings	36	TBD
Department of Agriculture	Animal and Plant Health Inspection Services -- Training	40	TBD
	Citrus Dollar Pilot Insurance Program (Termination) -- Risk Management Agency	---	1,060
Department of Agriculture	Cost-Avoidance	131	700
Department of Agriculture	Federal Crop Insurance Corporation Board Meeting (Teleconference) -- Risk Management	20	---
Department of Agriculture	Forest Service	2,000	2,000
Department of Agriculture	Risk Management Agency	---	963
Department of Agriculture	Rural Development Mission -- Staff Travel	4	---
Department of Commerce	Groundwater Diversion Project	64	128
Department of Commerce	National Oceanic and Atmospheric Administration	500	1,000
Department of Commerce	National Telecommunications and Information Administration	16	33
Department of Commerce	Operations and Administration	56	163
Department of Commerce	Renovations	131	---
Department of Commerce	Workers' Compensation Claims	390	---
Department of Education	Conferences	65	65
Department of Education	Family Educational Rights and Privacy Act Training	70	---
Department of Homeland Security	Boat Maintenance and Support	2,000	---
Department of Homeland Security	Contracts	475	547
Department of Homeland Security	Detention and Removal Operations -- ICE	93	---
Department of Homeland Security	Energy Use	135	50
Department of Homeland Security	Equipment and Maintenance	230	433
Department of Homeland Security	Federal Emergency Management Agency	133,000	133,000
Department of Homeland Security	Office Operations	1,254	---
Department of Homeland Security	Office Operations -- SBU Portal Consolidation	---	---
Department of Homeland Security	Printing and Mail Services	318	---
Department of Homeland Security	Printing and Mail Services -- USCIS	---	100
Department of Homeland Security	Publications	7	40
Department of Homeland Security	Software -- OCIO	14,583	---
Department of Homeland Security	Training and Meetings	2,015	---
Department of Homeland Security	Travel	272	50
Department of Housing and Urban Development	Insourcing	167	---
Department of Housing and Urban Development	Kiosks	---	1,000
Department of Housing and Urban Development	Reduce Printing Costs	21	---
Department of Housing and Urban Development	Reduce Travel Costs	275	20
Department of Housing and Urban Development	Utility Costs	---	525
Department of Justice	Computer Power Management	---	35
Department of Justice	Contract Restructuring	---	1,400
Department of Justice	Credit Card Files	---	2,000
Department of Justice	Earnings and Leave Statements	---	890
Department of Justice	Interpreter Services	---	3,000
Department of Justice	Online Travel Booking	---	4,000
Department of Justice	Paper and Toner Conservation	143	430
Department of Justice	Procurement Consolidation	---	1,350
Department of Labor	Employment Standards Administration	---	500
Department of Labor	Staff relocation	---	---
Department of State / International Programs	Consolidating Web Servers	185	---
Department of State / International Programs	Agency for International Development	170	2,000
Department of the Interior	Energy Cost Savings	512	740
Department of the Interior	Equipment Divestiture	345	500
Department of the Interior	Information Technology Savings	114	202
Department of the Interior	Office of the Special Trustee Program Upgrades	31	110
Department of the Interior	Web-Based Technology Travel Reduction	395	593
Department of Transportation	National Highway Traffic Safety Administration -- Daily Clips	1	1
Department of Transportation	National Highway Traffic Safety Administration -- Teleconferences	14	---
Department of Transportation	National Highway Traffic Safety Administration -- Webinar	1	1
Department of Treasury	Energy Efficiency	553	---
Department of Treasury	Improving Operations	8,125	---
Department of Treasury	Information Technology	5,800	---
Department of Treasury	Office Space Consolidation	651	---
Department of Treasury	Paperless Operation	2,300	---
Department of Treasury	Recycling	40	---
Department of Veterans Affairs	Advisory Committees Management Improvement Initiatives	---	755
Environmental Protection Agency	Energy Efficient Lighting Pilot Project	---	TBD

PROPOSED SAVINGS
(in thousands of dollars)

Agency	Proposal	FY 2009 Savings	FY 2010 (if Available) Savings
	<i>Subtotal, Non-Defense</i>	<i>177,748</i>	<i>160,384</i>
Air Force	Commercial Jet A Turbine Fuel	---	51,794
Air Force	Compact Fluorescent Lights	36	36
Air Force	In-House Radome Repair	523	523
Air Force	Web-Enabled Building Control	---	952
Army	Automated Vendor Payments (Wide Area Workflow)	6,423	6,703
Army	Rest & Recuperation - More Soldiers Per Flight	18,154	15,000
Army	Soldier Student Lodging	---	2,987
Navy	Aircraft Carrier Mid-Life Refueling Complex Overhaul	---	---
Navy	Base Check-in and Check-out Processes	177	177
Navy	Eliminate Inactive Internet/Intranet Accounts	5,000	5,000
Navy	Improve Submarine Maintenance Procedures	5,160	5,160
Navy	Lean Six Sigma of Mine Resistant Ambush Protected Vehicle (MRAP) Integration and Production	---	---
Navy	Lean Six Sigma of Ordinance Requisition	---	---
Navy	Make Corporate Software Purchases	18,200	18,200
	<i>Subtotal, Defense</i>	<i>53,673</i>	<i>106,532</i>
Total Administrative Savings		231,421	266,916

Total Savings (2009/10, plus outyears if available)
36
40
1,060
831
20
4,000
963
4
192
1,500
49
219
131
390
325
70
2,000
1,022
93
185
663
266,000
1,254
8,000
318
100
47
14,583
2,015
322
167
1,000
21
295
525
35
1,400
2,000
890
3,000
4,000
573
1,350
1,750
12,539
185
2,170
1,251
845
316
141
988
2
14
2
553
8,125
5,800
651
2,300
40
755
TBD

Total Savings (2009/10, plus outyears if available)
<i>360,115</i>
51,794
72
1,046
952
13,126
33,154
2,987

354
10,000
10,320

36,400
<i>160,205</i>
520,320

BRIEFING MEMO

THE WHITE HOUSE

Washington

July 25, 2009

MEMORANDUM FOR THE PRESIDENT

FROM: PETER ORSZAG

CHRISTOPHER LU

SUBJECT: Administrative Savings Proposals -- UPDATE

At your first Cabinet meeting on April 20, you directed Cabinet members to identify at least \$100 million in collective cuts to their administrative budgets, separate and apart from those identified in FY 2010 Budget. Pursuant to your request, OMB and Cabinet Affairs worked with agencies to develop a group of proposals that were responsive to your call for additional savings and could be reasonably implemented in a short amount of time. We identified 77 proposals that met these criteria, representing 15 separate agencies¹. These proposals would amount to nearly \$500 million in savings through 2010, and \$520 million including savings in the outyears. Agencies are continuing to identify savings proposals, consistent with FY 2011 Budget guidance.

Of this, about \$231 million would be realized in FY 2009 and about \$267 million would be saved in FY 2010 (not all agencies identified 2010 savings).

These proposals vary widely both in their content and in the scope of the savings that they would produce. They range from a DHS plan to save \$266 million over FY 2009-10 by reducing FEMA's costs of disposal, maintenance, and storage operations for temporary housing units, to a plan submitted by the National Highway Traffic Safety Administration to digitize its daily news clips—saving \$1,000 per year for FY 2009-10. This variety of proposals reflects your guidance that even small savings can add up to make an extraordinary difference.

¹ USDA, DOC, ED, DHS, HUD, DOJ, DOL, STATE, USAID, DOI, DOT, Treasury, VA, EPA, and DOD

In terms of their content, most of the proposals pertain to: asset management (including facilities, equipment, and vehicles); energy and other resource usage (e.g., paper and water); meetings, travel, and training costs; procurement and contracting; and productivity or process improvements, as summarized in the table below.

Total Recommended Savings, by Category (in thousands)

	Number of proposals	FY 2009 Savings	FY 2010 (if Available) Savings	Total Savings (2009/10, plus outyears if available)
Asset Management (Facilities, Equipment, Vehicles)	7	3,450	933	16,922
Energy and Other Resource Usage (Paper, Water)	14	3,783	54,690	58,472
Information Technology and Automation	17	18,142	18,379	44,336
Meetings/Travel/Training	15	21,492	19,416	41,103
Procurement/Contracting	12	42,750	28,060	70,810
Productivity/Process Improvements	5	6,414	7,160	13,575
Other	7	135,390	138,278	274,918
<i>Citrus Dollar Pilot Insurance Program (Termination)</i>		0	1,060	1,060
<i>Forest Service</i>		2,000	2,000	4,000
<i>Risk Management Agency</i>		0	963	963
<i>Workers' Compensation Claims</i>		390	0	390
<i>Federal Emergency Management Agency</i>		133,000	133,000	266,000
<i>Employment Standards Administration</i>		0	500	1,750
<i>Advisory Committees Management Improvement Initiatives</i>		0	755	755
Total Recommended Administrative Savings	77	231,421	266,916	520,320

To give you a sense of what this means in terms of specific ideas, consider the following:

Seven of the proposals pertain to asset management—including facilities, equipment, and vehicles. For example, the Department of Labor will relocate field staff from commercial space to more secure and less expensive Federal buildings between FY 2011 and FY 2014, saving an estimated \$12.5 million by FY 2024. Treasury will consolidate its office space, which is expected to result in approximately \$651,000 in savings in FY 2009.

Fourteen proposals will improve energy efficiency and the use of resources like water and paper. The Department of the Interior, for example, will retrofit buildings owned by the Bureau of Land Management, the National Park Service, and the Fish and Wildlife Service—which is expected to save almost \$1.3 million in utility bills and operating costs in FY 2009 and FY 2010 combined. Treasury expects to save close to \$3 million by increasing energy efficiency and recycling and by eliminating unnecessary inserts and mailings to taxpayers.

Seventeen cost-saving measures will improve efficiency through automation and better use of information technology. The Navy expects to save \$5 million a year in FY 2009-10 by eliminating inactive computer accounts, and another \$177,000 a year over the same period by improving check-in and check-out processes at bases. This will reduce costs and save time. The Department of Justice expects that requiring personnel to make online travel reservations, rather than relying on travel agents, will save \$4 million in FY 2010.

Measures to make meetings, travel, and training more efficient account for another 15 of the proposals. These include two Department of Education plans to use more in-house resources for conferences. ED will change its policy so that any D.C.-based conference with attendance of 250 people or less will take place in one of the Department's two buildings. This will result in savings of upwards of \$65,000 a year (for a cumulative five year savings of \$325,000). ED also will eliminate a contract with outside providers to conduct Family Educational Rights and Privacy Act training to education community stakeholders. Instead, ED will be using existing staff to conduct the training, saving \$70,000 for FY 2009.

Similarly, the Department of Homeland Security anticipates that it can save more than \$2 million in FY 2009 by maximizing the use of government facilities for meetings and conferences and by using conference calls and web-based trainings and meetings.

Twelve proposals will use more efficient procurement and contracting practices. The Navy expects to save \$36.4 million over FY 2009 and FY 2010 by changing to corporate purchase of enterprise-wide software licenses, instead of purchasing more expensive individual ones. DHS is conducting an additional review of all professional services contracts over \$1 million and assessing the number of full-time employees, part-time employees, and contractors to better manage its workforce. To date, DHS anticipates cumulative savings of \$1,021,491 in FY2009-2010

Five proposals for productivity and process improvements include the Navy's plan to save more than \$10 million over FY 2009-10 by modifying maintenance procedures for submarines to reduce costs and focus on the highest priority work.

Finally, there are seven proposals that would cut unnecessary expenses through other means. These include a proposal by the Department of Agriculture's Forest Service to save \$1.8 million in FY 2009 by no longer repainting newly purchased vehicles.

American Recovery and Reinvestment Act

July 21, 2009

G. Edward DeSeve



EPA-0013430000919-0001

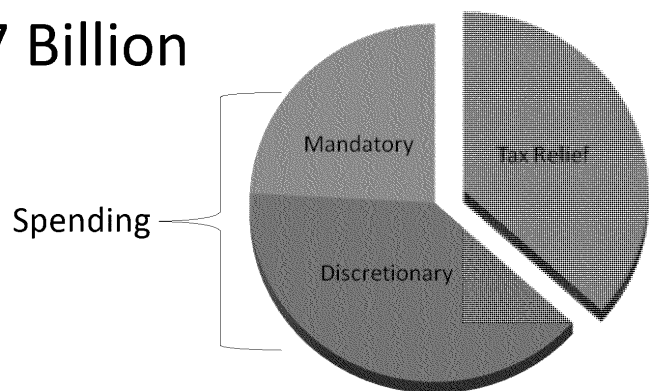
Purposes of the Act

- **Relief:**
 - Assist those most hurt by the recession
 - Assist states with fiscal stress
- **Recovery:**
 - Preserve and create jobs
 - Increase economic activity
- **Reinvestment:**
 - Support development of new technology to promote economy
 - Renew existing infrastructure



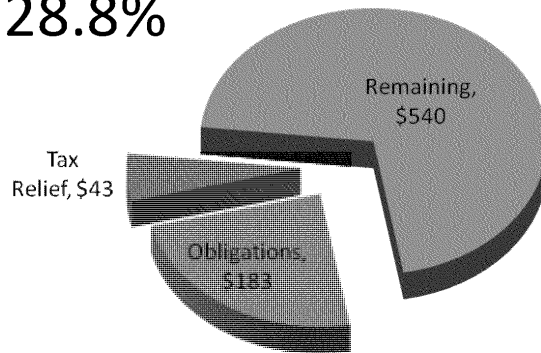
Distribution of Funds

- Spending: \$499 Billion
 - Discretionary : \$308 Billion
 - Mandatory: \$190 Billion
- Tax Relief: \$288 Billion
- Total: \$787 Billion



Spending to Date

- Obligations \$183 Billion (as of July 10)
 - Outlays \$64 Billion
- Tax Relief \$43 Billion (June 30 Est.)
- Total \$226
- Percentage of \$787= 28.8%

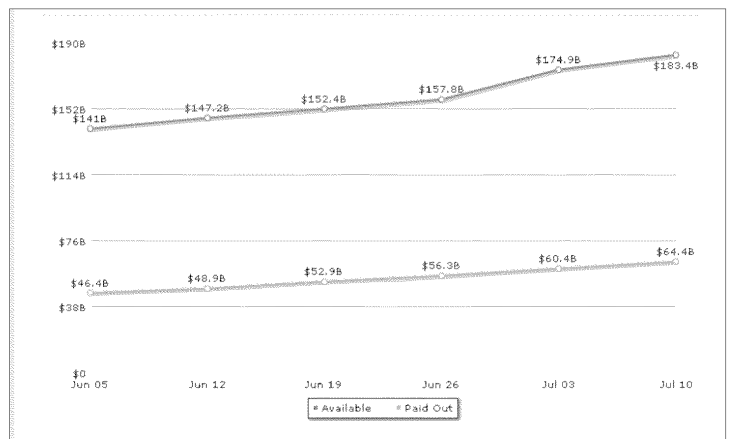


Definitions

Important terms:

- **Obligations** – represents a binding agreement (such as a contract) that will result in outlays (either immediately or in the future)
- **Outlays** – occur as the result of an obligation and are cash payments which liquidate the obligation

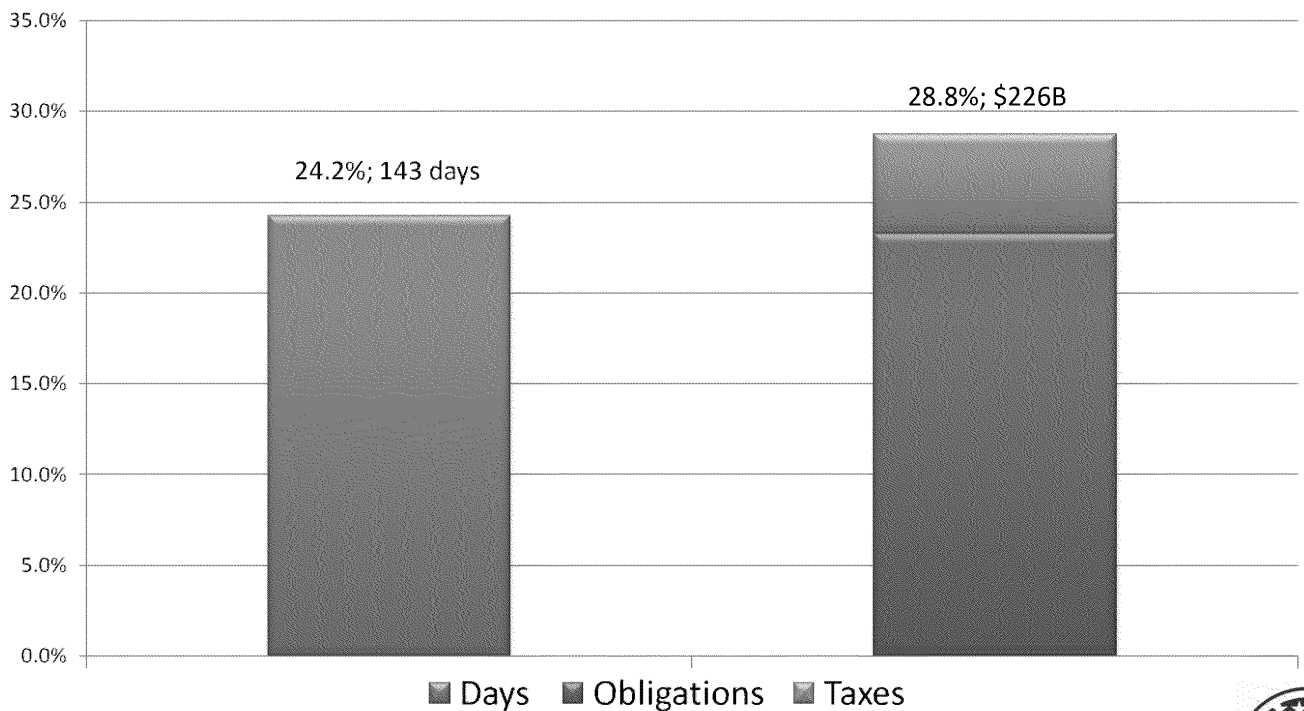
NOTE: Recovery.gov uses “Available” and “Paid Out” as equivalents to “Obligations” and “Outlays”



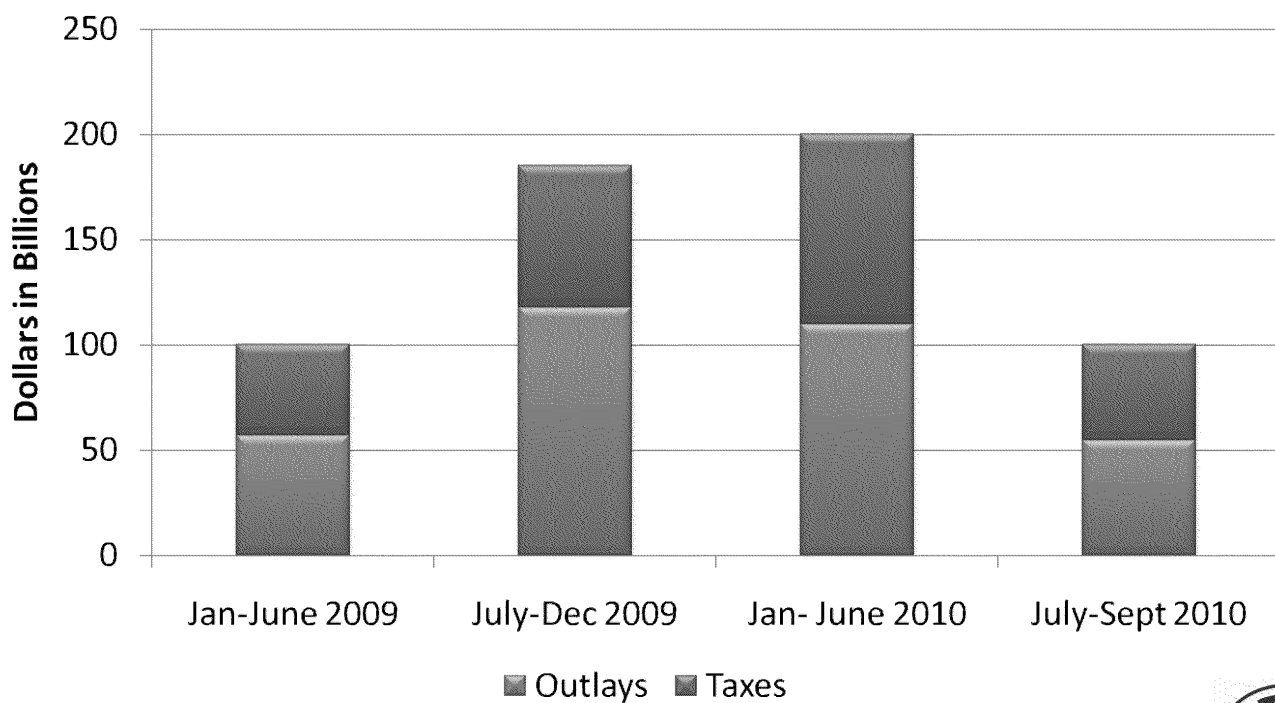
From *Recovery.gov* as of 7/15/09



Pace of Spending to Date



Projected ARRA Outlays and Taxes from Jan 2009 – September 2010



NOTE: This model takes as its basis the CBO estimates of both spending and revenues for FY 2009 and FY 2010. Quarterly estimates were developed based on these annual figures. Jan-June 2009 represents actual outlay numbers (published on recovery.gov), and revenue data from the Treasury Department.



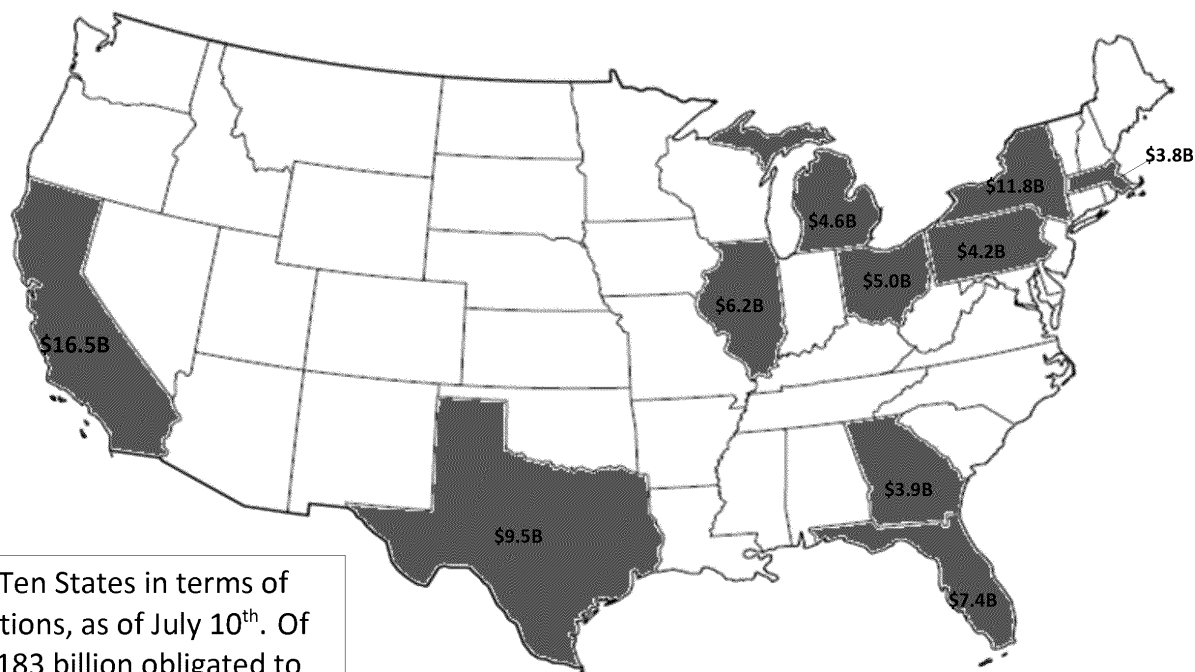
EPA-0013430000919-0007

Spending Detail

- State Fiscal Relief (Obligations)
 - Medicaid: \$34.3 billion
 - Education Fiscal Stabilization: \$34.2 billion
 - Highways: \$16.8 billion



Spending Detail: Top Ten States



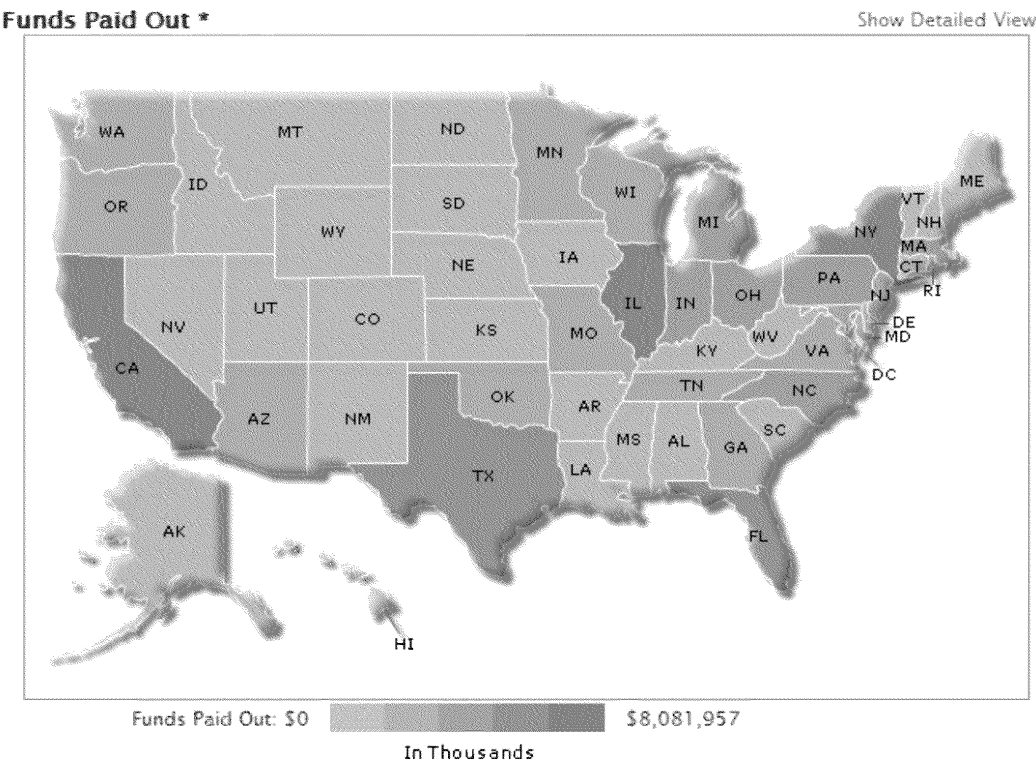
Top Ten States in terms of obligations, as of July 10th. Of the \$183 billion obligated to date, almost \$73 billion has been obligated to the top ten states.

Dollars in Billions

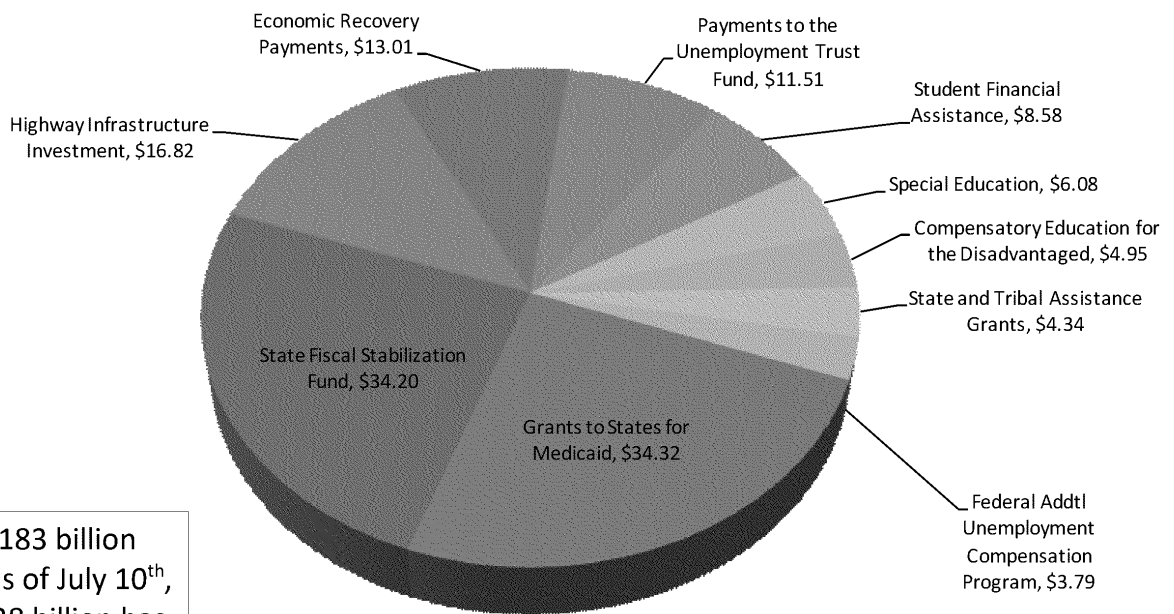


EPA-0013430000919-0009

Investments by State on Recovery.gov



Spending Detail: Top Ten Programs



Of the \$183 billion obligated as of July 10th, almost \$138 billion has been obligated to the top ten programs

Dollars in Billions



EPA-0013430000919-0011

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Seth Oster/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 9:49:44 PM
Subject: DECISION: Mornings

You recently sent the email below about using the 8:30 am time on some mornings for meetings with outside folks to discuss items of mutual interests. I have a suggestion.

Last week we met with a group called EcoAmerica. I'd reached out to them after reading in the NY Times that they'd presented environmental messaging and market research to various agencies within the executive branch and at the WH – but not the EPA. Their presentation was really impressive. The founder (who is a big enviro and whose wife is a former president of the Sierra Club) did the presentation and Adora and I both thought this might be a valuable for you if they can condense it into 45 minutes (and I think they can).

They work in financial partnership with groups ranging from NRDC to the Flora Foundation, but they know we are not a likely candidate for a financial arrangement – just as consumers of their research. They bill themselves as follows: EcoAmerica is an environmental non-profit that uses psychographic research, strategic partnerships and engagement marketing to shift personal and civic choices of environmentally agnostic Americans. We start with people, identify their underlying concerns, and develop programs to engage them on environmental and climate change solutions with measureable results.

Let me know what you think.

Seth

Seth Oster
Associate Administrator
Office of Public Affairs
Environmental Protection Agency
(202) 564-1918
oster.seth@epa.gov

From: Richard Windsor/DC/USEPA/US
To: "Katharine Gage" <Gage.Katharine@epamail.epa.gov>
Cc: "Diane Thompson" <thompson.diane@epa.gov>, "Seth Oster" <oster.seth@epa.gov>, "Allyn Brooks-Lasure" <Brooks-lasure.allyn@epa.gov>
Date: 07/19/2009 10:54 PM
Subject: Mornings

Hi Kate,

Beginning next week or the week after, I would like to have 830 a.m. half hour mtgs in my office. The mtgs can be everyday that schedule permits. The idea is to give outside folks and me an opportunity to discuss items of mutual interest. That means pushing the morning mtgs to 9 am.

Eventually the list of folks I meet with will be the responsibility of the Office of Public Outreach in OPA.

However, I'd like to start with Jessy Tolken, Wesley Warren, Gene Karpinski, someone Betsaida chooses from LULAC or the Latino community re climate, ... We can discuss in more detail but I wanted to send you this note while it was on my mind. Tx, Lisa

To: CN=Richard Windsor/OU=DC/O=USEPA/C=US@EPA[]
Cc: []
From: CN=Diane Thompson/OU=DC/O=USEPA/C=US
Sent: Mon 7/27/2009 7:39:03 PM
Subject: Fw: Gulf Coast Rebuilding Weekly Update 7/24/09

FYI

Diane E. Thompson

Chief of Staff

U. S. Environmental Protection Agency

202-564-6999

----- Forwarded by Diane Thompson/DC/USEPA/US on 07/27/2009 03:38 PM -----

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Cc: "Woodka, Janet" <Janet.Woodka@dhs.gov>, "Banta, Drue" <Drue.Banta@dhs.gov>, "Watson,

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Date: 07/24/2009 04:17 PM

Subject: Gulf Coast Rebuilding Weekly Update 7/24/09

Office of the Federal Coordinator for Gulf Coast Rebuilding
Weekly Update 7/24/2009

For Official Use Only

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GCR would like to encourage all of us in the Administration to consider volunteering their time and energy to a rebuilding effort around the Katrina anniversary. GCR will be organizing several events on the Gulf Coast and would like to have a team (or several) of volunteers rebuild/renovate/restore homes with a couple of organizations, including Rebuilding Together, St. Bernard Project, and Habitat for Humanity. A fully outline plan will be sent out on Monday and we welcome participation by all.

This Week

On Monday, Secretaries Sebelius, Vilsack, Solis, and Shinseki visited Reserve, LA for a stop on the "Rural Health" tour. Janet Woodka, the Federal Coordinator for Gulf Coast Rebuilding, and Mary Wakefield, HRSA, joined them. The crowd was not hugely friendly to healthcare reform but was receptive to Secretary Shinseki's reaffirmed pledge to rebuild the VA hospital in New Orleans. Afterwards, Secretary Sebelius had lunch with Sen. Landrieu, Lt. Gov Landrieu, Janet Woodka, and Mary Wakefield.

Secretaries Napolitano and Sebelius and FEMA Administrator Fugate participated in the National Governors Association meeting this weekend in Biloxi, MS.

This week, FEMA announced an additional \$32.9 million public assistance grant for Tulane University for costs incurred to open the school for the 2006 spring semester. The announcement is interesting as the PW was not particular to one damaged building. It addressed the efforts to restore damaged facilities across Tulane's campus. The mayor of Slidell moved back into City Hall, which he has been unable to do since Hurricane Katrina. The new city hall is scheduled for completion in January 2010, but some offices will be operational beginning Monday. Mayor Ray Nagin visited Washington, D.C. this week. The Mayor met with FEMA Administrator Craig Fugate about a number of issues. He met with Deputy Secretary of Transportation John Porcari regarding streetcar issues, FHWA issues and advocated that the New Orleans airport to receive a designation for charter flights to Cuba. He also met with Valerie Jarrett in the White House regarding general recovery issues. Overall, the Mayor's responses to his visits were very positive.

Centers for Medicare and Medicaid Services has indicated that they may extend the September 30, 2009 expenditure deadline for the Greater New Orleans Health Service Corps through the end of the year for recruitment and retention funds and 2012 for the administrative functions of the program, however, we are still waiting on formal confirmation.

Federal Coordinator Woodka and GCR staff visited New Orleans to get a first hand look at rebuilding efforts. The staff visited numerous housing sites including Habitat for Humanity's Musicians Village and the St. Bernard Project; visited the 17th Street Canal pumping station as well as a NOLA sewage and water board pumping station; and surveyed the Mid-City neighborhood that will be impacted by MCLNO/Charity Hospital development.

Federal Coordinator Woodka met with Orleans Parish District Attorney Leon Cannizzaro on criminal justice issues, and with New Orleans area real estate developers, who are seeking a two-year extension of the GO Zone Historic Tax Credit to December 2011 and an extension of the GO Zone Bonus depreciation through the end of 2013.

Other GCR staff activities:

GCR staff attended GNODRP's monthly membership meeting and gave details on the office priorities and fielded

questions on a number of related issues to preparedness efforts. GNODRP recently became a VOAD member and is looking for donations and offering warehouse space for storage of emergency goods.

GCR staff met with Kim Haddow from "Make it Right" Foundation; representatives from MS Case Management Consortium, Congressman Taylor's office and Lutheran Episcopal Services in MS; the Congressional Research Service; the National Health Policy Forum; Allison Plyer from the GNO Community Data Center; Janet Pace and James Gilmore from the LA Serve Commission; and with Ramsey Green, COO of the Recovery School District. Governor Jindal continued his "Louisiana Working" tour, where he announced million dollar CDBG awards across the state. He penned an editorial in Politico opposing health care on Monday morning and held a press conference that afternoon to implore to implore "quick action" by the federal government to address Louisiana's projected FMAP reduction. On Tuesday, Governor Jindal's Health Secretary "raised concerns" about cuts to DSH. On Wednesday, he published another editorial on health care reform in the Wall Street Journal. Also on Wednesday, the Baton Rouge Advocate ran an Editorial Board opinion piece about FMAP and Medicaid disallowances and the possibility for Administrative or congressional action to address these looming problems for Louisiana. Edwin Hampton, the legendary founder of St. Augustine High School's "Marching 100," died this week after a lengthy illness. He was 81. The renowned Marching 100, under the direction of Mr. Hampton for more than five decades, is a fixture in Carnival parades.

Comings and Goings

Mayor Ray Nagin will visit Washington, D.C. on Tuesday and Wednesday of next week. He will be meeting with Secretary Donovan about housing issues and has expressed an interest in meeting with Secretary Shinseki about the VA hospital in New Orleans.

The LRA's Paul Rainwater will be in town next week for a series of meetings with administration officials.

Brigadier General Michael Walsh, commander of the Corps Mississippi Valley Division will be in New Orleans on July 28 for a briefing on the status of the New Orleans area hurricane protection work.

Senator Landrieu is expected to hold a public "roundtable" on the Road Home program, the CDBG funds available to the state of Louisiana, and outstanding needs. She has asked LRA Director Paul Rainwater and Federal Coordinator Janet Woodka to attend.

Secretary Napolitano, FEMA Administrator Fugate, and Federal Coordinator Woodka will participate in an event celebrating the SUNO PA award on August 17.

The Deputy Director of the OMB and several members of the OMB staff will visit the Gulf Coast August 18-21 to visit various sites.

Rep. Maxine Waters is likely to hold a field hearing August 21-22 on housing related issues in New Orleans.

Though Majority Whip Clyburn has expressed interest in going, it is still unclear whether the House is going to lead a CODEL down to the Gulf Coast at some time in August.

Senator Mary Landrieu may hold a field hearing on recovery in Galveston, TX in early September.

Forthcoming

GCR will host an advance briefing of the Katrina Index presented by Brookings on July 29 for Administration officials. The release of the report is scheduled for July 30.

FEMA Administrator Fugate will testify on Monday, July 27 before the House Transportation Public Buildings Subcommittee hearing on catastrophic annex. The hearing will explore whether FEMA needs ancillary emergency powers in the event of a catastrophic disaster.

Acting Assistant Secretary of the Army Terrance Salt will meet with Senator Landrieu on July 30 regarding her vision for coastal Louisiana and the Administration's review of water policy. Senator Landrieu is a strong proponent of incorporating water into the landscape and has visited the Netherlands several times to learn more about the issue. On her most recent visit, the Senator was briefed on the country's long term plans for dealing with sea level rise and climate change and would like coastal communities in the U.S. to use these lessons in their own long-term planning.

The State of Louisiana's Coastal Restoration and Protection Agency (CPRA) will host a series of public meetings in the Lake Charles, Houma and New Orleans on July 28, 29 and 30 develop a project implementation process that is

capable of addressing Louisiana's coastal crisis. Local officials do not believe the Corps of Engineers' current process and structure will help them to accomplish their coastal restoration goals. In early September, the CPRA plans to meet with federal officials and the La. congressional delegation in Washington to present a consensus list of interim solutions accompanied by letters of support from stakeholders attending the public meetings noted above.

July 30, Secretary Sebelius, Secretary Napolitano, Federal Coordinator Woodka, Jan Leshner (DHS COS) and Laura Petrou (HHS COS) will have dinner with Senator Mary Landrieu at her home.

GCR staff will meet with Betty Weiss, Director for Community Initiatives for the Institute of Sustainable Communities.

United Teachers of New Orleans and community partners (The Orleans Parish Criminal Sheriff's Office, LaChip, the Audubon Institute, NAACP, NORD, Save Our School, New Orleans Public Schools, the Recovery School District, Children's Hospital, Total Community Action., and United Way) host the 3rd Annual Bridging the Gap Back To School Event on Saturday, August 1. UTNO wants to be sure that as many kids as possible are ready for opening day with a bag full of new supplies, all their immunizations, and an affordable school uniform. August 6 is the first day of school for the Recovery School District grades 1-12.

DHS Community Service and Volunteerism is sponsoring a Rebuilding the Gulf volunteer project during the week of October 19-24 with Habitat for Humanity of the Mississippi Gulf. Space is reserved for Team DHS and all are encouraged to participate. For more details please go to DHS online Community Service and volunteerism.

Moirah Whelan
Deputy, Office of the Federal Coordinator for Gulf Coast Rebuilding
202-325-0196

APPENDIX: List of Recommended Savings (by agency)

Department of Agriculture

Animal and Plant Health Inspection Services: meetings

APHIS cancelled a meeting in Australia, saving an estimated \$36,000 in travel and per diem. To date, an alternative to a “face to face” meeting has not been determined, although a teleconference is a possibility.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	36	TBD	36

Animal and Plant Health Inspection Services: training

USDA used an alternative training method for staff, employing conference calls rather than face-to-face meetings. Specifically, this method was to train new staff in Asia on its Offshore Pest Information program. By using conference calls (with training materials provided in advance), officials saved the expense of conducting traditional face-to-face training. A similar training in 2006, conducted on site in Manila, cost \$40 thousand.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	40	TBD	40

Citrus Dollar Pilot Insurance Program (termination): risk management agency

The Federal Crop Insurance Board of Directors voted on May 7, 2009 to terminate the California Citrus Dollar Pilot Insurance Program in 2010. The savings for 2010 will be \$1,060,000 which includes savings from government subsidies and administrative and operating expenses.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	1,060	1,060

Cost-avoidance

USDA identified \$831,000 that can be saved by utilizing video/web conferencing, switching to online subscriptions, and implementing new strategies for Cash Rents Survey within Agricultural Research Service, Economic Research Service, and National Agricultural Statistical Service.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	131	700	831

Federal Crop Insurance Corporation board meeting (teleconference): risk management agency

For the June 25, 2009, Federal Crop Insurance Corporation (FCIC) Board Meeting, business was conducted by teleconference. This avoided travel costs for the FCIC Board Members and certain staff, saving expenses associated with airfare, lodging and per diem.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	20	---	20

Forest Service

USDA proposes \$2 million in Forest Service savings for FY 2009, consisting of \$1.8 million in no longer repainting newly purchased vehicles and \$200,000 in resource management efficiency.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	2,000	2,000	4,000

Risk Management Agency

On May 7, 2009, the Board of Directors authorized FCIC to delete, effective for the 2010 crop year, forty-four (44) county crop programs.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	963	963

Rural Development Mission: staff travel

The USDA Rural Development Mission Area saved \$4,300 in travel expenses to the National Cooperative Association Meeting in Hawaii by redirecting staff assignments.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	4	---	4

Department of Commerce

Groundwater Diversion Project

The National Institute of Standards and Technology (NIST) plans to save \$192,000 over FY 2009 -10 by reusing water from the Advanced Measurement Laboratory for its central plant cooling towers.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	64	128	192

National Oceanic and Atmospheric Administration (NOAA)

The National Oceanic and Atmospheric Administration (NOAA) proposes to save \$1.5 million over FY 2009-10 by reducing conferences and other non-critical travel, revising existing training programs to focus on in-house seminars and virtual programs, consolidating purchases of office supplies and minor equipment purchases, terminating non-safety renovations at NOAA headquarters, reviewing program administration and information technology support contracts for efficiencies, setting paperwork usage standards, and converting to electronic signatures.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	500	1,000	1,500

National Telecommunications and Information Administration (NTIA)

In order to generate administrative savings in FY 2009 and FY 2010, NTIA will expand its use of telework—achieving savings in the transportation subsidy program; establish moratoria on unnecessary office renovations and office supply purchases; and reduce trade publications and other subscriptions.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	16	33	49

Operations and Administration

The Department proposes to save \$219,100 over FY2009-10 by reducing unnecessary administrative costs and finding efficiencies in current operations. This includes converting to paperless leave and earnings statements, reducing printing costs, consolidating supply stores in one location, adopting a more efficient online system for grants processing, switching to a more cost-effective tool for monitoring news events, terminating a design contract for an annual report, and discontinuing unnecessary internet modem services for off-site employees.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	56	163	219

Renovations

The Department will save \$131,000 by placing a moratorium on unnecessary office renovations in FY 2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	131	---	131

Workers' compensation claims

Census proposed to reduce administrative costs via investigating Census workers' compensation cases.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	390	---	390

Department of Education

Conferences

ED is altering its conference planning policies for DC-based conferences. Moving forward, any conference meeting occurring in DC with attendance of 250 or under will take place in either of ED's two large capacity buildings with auditorium facilities. This will result in savings of upwards of \$65,000 a year (for a cumulative five year savings of \$325,000).

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	65	65	325

Family Educational Rights and Privacy Act training

ED is eliminating a contract with outside providers to conduct Family Educational Rights and Privacy Act (FERPA) training to education community stakeholders. Instead, the Department will be using existing staff to conduct the training. This will result in savings of \$70,000 for FY09.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	70	---	70

Department of Homeland Security**Boat maintenance and support**

DHS is planning to realize efficiencies and savings by restructuring Coast Guard boat maintenance and support schedules. To date, DHS anticipates a savings of \$2 million in FY 2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	2,000	---	2,000

Contracts

DHS is conducting an additional review of all professional services contracts over \$1 million and assessing the number of full-time employees, part-time employees, and contractors to better manage its workforce. To date, DHS anticipates cumulative savings of \$1,021,491 in FY2009-2010. The savings identified also include contracts for less than \$1 million.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	457	547	1,022

Detention and removal operations: Immigration and Customs Enforcement (ICE)

ICE is realizing administrative savings in Detention and Removal Operations by redeploying vehicles in their existing fleet. To date, ICE has achieved \$93,000 in fleet cost-avoidance in FY2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	93	---	93

Energy use

DHS is implementing energy efficiencies in facility management projects. To date, DHS anticipates cumulative savings of \$185,000 in FY2009-2010.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	135	50	185

Equipment and maintenance

DHS is planning to realize efficiencies and savings related to equipment and maintenance. DHS is recycling or utilizing refurbished equipment from excess inventories across the federal government instead of purchasing new supplies. To date, DHS anticipates a cumulative savings of \$662,550 in FY2009-FY2010.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	230	433	663

Federal Emergency Management Agency (FEMA)

DHS is transferring disposal, maintenance, and storage operations for 120,000 temporary housing units from FEMA to GSA's Utilization and Disposal program, resulting in estimated operational savings of \$133 million in FY2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	133,000	133,000	266,000

Office operations

DHS components are improving office operation efficiencies by restructuring operations in order to remove duplication and streamline processes and by eliminating excess expenses. To date, DHS anticipates savings of \$1,254,000 in FY2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	1,254	---	1,254

Office operations: Sensitive-But-Unclassified (SBU) portal consolidation

DHS is undergoing an SBU Portal Consolidation initiative, which will transition 20 disparate SBU portals to DHS' uniform Homeland Security Information Network (HSIN) platform, avoiding costs of \$8-10 million after FY2010. *Note: This initiative's savings are not included in our total cost avoidance calculation for FY2009 and FY20 10 because cost avoidance will not be realized until after FY20 10.*

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	---	8,000

Printing and mail services

DHS is eliminating the printing and distribution of reports and documents that can be sent electronically or posted online. To date, DHS anticipates savings of \$317,765 in FY2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	318	---	318

Printing and mail services: U.S. Citizenship and Immigration Services (USCIS)

This USCIS initiative encourages employees to voluntarily go paperless with their earnings and leave statements and plans to mandate that all employees go paperless by FY2010. To date, ICE anticipates a savings of \$100,000 in FY2010.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	100	100

Publications

DHS is consolidating subscriptions to professional publications and newspapers, and, where possible, encouraging the use of free online publications rather than purchase of the print version. To date, DHS anticipates savings of \$47,160 in FY2009 and FY20 10.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	7	40	47

Software: Office of the Chief Information Officer (OCIO)

In order to receive the lowest price possible when acquiring software licenses, this initiative leverages DHS buying power to obtain high volume discounts for Department-wide usage. To date, the Department anticipates savings of \$14,583,333 in FY2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	14,583	---	14,583

Training and meetings

DHS is achieving administrative savings by maximizing the use of government facilities for meetings and conferences and the use of conference calls and web-based trainings and meetings. To date, DHS anticipates cost avoidances of \$2,015,000 in FY2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	2,015	---	2,015

Travel

DHS is achieving administrative savings by eliminating non-mission critical travel and maximizing the use of government facilities. To date, DHS anticipates savings of \$322,425 in FY2009-2010.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	272	50	322

Department of Housing and Urban Development**Insourcing**

By in-sourcing two contracts, and training government staff to deploy these tasks, HUD proposes a savings of \$167,000.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	167	---	167

Kiosks

HUD proposes to remove 60 HUD kiosks that have outlived their usefulness, thereby saving maintenance costs.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	1,000	1,000

Reduce printing costs

HUD proposes to eliminate the printing of two of its annual reports, the Performance and Accountability Report and the Field Policy and Management Annual Report, by providing the information electronically through its internet site.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	21	---	21

Reduce travel costs

HUD proposes to reduce travel costs of two meetings.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	275	20	295

Utility costs

HUD proposes to reduce HUD's energy consumption by turning off lights during non-working hours, and centralizing the power management of personal computers (PCs).

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	525	525

Department of Justice**Computer power management**

Many DOJ computers remain on when not in use for prolonged periods. DOJ is configuring these computers to automatically shut-down, which will reduce power consumption and costs.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	35	35

Contract restructuring

DOJ's Asset Forfeiture Program recently restructured a contract providing paralegal support and other administrative support services. As a result of the contract's restructuring, planned increases to the hourly rates for supervisory paralegals was avoided.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	1,400	1,400

Credit card files

DOJ is streamlining its process for paying credit card bills, saving an estimated \$2 million annually.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	2,000	2,000

Earnings and leave statements

The National Finance Center provides DOJ a number of payroll services, including bi-weekly distribution of earning and leave statements. Currently, most DOJ personnel receive their earning and leave statement in hard copy. DOJ is now converting distribution of earnings and leave statements to electronic form, reducing service costs.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	890	890

Interpreter services

DOJ's Executive Office of Immigration Review manages a large contract for interpreter services needed during immigration proceedings. This contract was recently recompeted, and the hourly rates charged to DOJ were reduced.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	3,000	3,000

Online travel booking

DOJ is requiring personnel to make travel reservations online, rather than through travel agents.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	4,000	4,000

Paper and toner conservation

A large number of DOJ copiers and printers can be configured to automatically print double-sided. Increasing the frequency of double-sided printing will reduce paper consumption and lower costs.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	143	430	573

Procurement consolidation

DOJ has consolidated the mobile communications needs of many DOJ bureaus into one contract. This consolidation has increased the number of users on the contract, thereby reducing costs. DOJ's U.S. Trustees recently competed its mobile communications contract and obtained lower prices by taking advantage of this consolidated contract.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	1,350	1,350

Department of Labor**Employment standards administration**

The Department of Labor proposes to disband the Employment Standards Administration (ESA), eliminating the Assistant Secretary and two Deputy Assistant Secretary positions, as well as the administrative office, generating savings over time of \$1.75 million.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	500	1,750

Staff relocation

The Department of Labor will relocate field staff from commercial to more secure and lower cost Federal buildings between FY 2011 and FY 2014. Labor will not realize any savings until FY 2011. Cumulative savings from FY 2011 until FY 2024 are estimated at over \$12.5 million.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	---	12,539

Department of State / International Programs**Consolidating Web Servers**

The Bureau of Consular Affairs will reduce administrative overhead and the amount of equipment needed to manage its websites by consolidating existing web servers into web server farms. This consolidation will lower the total cost of ownership by making it easier to deploy and manage web applications within and across data centers.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	185	---	185

U.S. Agency for International Development (USAID)

USAID has identified administrative cost savings of an estimated \$2.2 million by reducing reliance on institutional contractors for program design and evaluation, IT and administrative services; implementing IT efficiencies; and instituting bulk purchasing of office supplies.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	170	2,000	2,170

Department of the Interior

Energy cost savings

The Bureau of Land Management, the National Park Service, and the Fish and Wildlife Service own buildings that have been or will be retrofitted through energy conservation measures in 2009. As a result of these measures, the bureaus will realize energy efficiencies for a combined savings of \$1.3 million in utility bills and operating costs in FY2009 and FY2010. These savings are estimated at \$660,000 for the Bureau of Land Management, \$507,000 for the National Park Service, and \$85,000 for the Fish and Wildlife Service.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	512	740	1,251

Equipment divestiture

In FY2009, the Bureau of Reclamation's Pacific Northwest Region eliminated their airplane, which will save approximately \$845,000 in FY2009 and FY2010.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	345	500	845

Information technology savings

The Department will achieve approximately \$114,000 in FY2009 and \$202,000 in FY20 10 in savings through information technology upgrades and data consolidation efforts. This includes increasing access to online publications at the Office of the Solicitor and the U.S. Geological Survey (\$129,000), as well as technology consolidation and migration at the Office of the Secretary and the Office of Surface Mining (\$187,000).

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	114	202	316

Office of the Special Trustee (OST) program upgrades

The Office of the Special Trustee for American Indians is implementing a number of program upgrades that will result in approximately \$141,000 in administrative savings in FY2009 and FY2010. The OST has increased the number of participants in its debit card program, and will implement the automation of one-time disbursement transactions, which will lead to savings in both transaction costs and processing efforts.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	31	110	141

Web-based technology travel reduction

The Department of the Interior is meeting the increasing demand for communication, coordination, and collaboration with a wide array of web-based technologies that are saving dollars compared to the cost of in-person meetings. Significant reductions in travel expenditures required for meetings, conferences, and training will be realized by the Minerals Management Service, the Bureau of Indian Affairs, the U.S. Geological Survey, and the Office of the Secretary. These bureaus expect to save approximately \$988,000 as a result of these efforts in FY2009 and FY2010

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	395	593	988

Department of Transportation**National Highway Traffic Safety Administration: daily clips**

The NHTSA Media Relations Office converted the Daily Clips from paper to an electronic copy.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	1	1	2

National Highway Traffic Safety Administration: teleconferences

The NHTSA changed a training course on reducing impaired driving from an in-person event to a series of teleconferences.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	14	---	14

National Highway Traffic Safety Administration (NHTSA): webinar

Semi-annual National Child Passenger Safety Board meeting using webinar technology instead of requiring personnel travel.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	1	1	2

Department of Treasury**Energy efficiency**

Various bureaus within Treasury will achieve savings of approximately \$0.6 million due to a number of energy efficiency measures, including upgrading a lighting system, shutting off computer systems when not in use, and turning off air conditioning systems during the evenings and weekends. Treasury has also renegotiated its electrical power purchasing agreement at a lower rate.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	553	---	553

Improving operations

Treasury plans to reduce unnecessary technical and custodial contract support for a savings of over \$7 million, as well as increase the use of teleconferencing for a savings of \$50 thousand. Also, through improvements to administrative processes, Treasury will save an additional \$1 million. The combined savings from these operational improvements totals over \$8 million.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	8,125	---	8,125

Information technology

Treasury will consolidate IT contract support and eliminate unnecessary telephone lines for a savings of nearly \$4 million. In addition, Treasury bureaus will save \$1.8 million by upgrading IT systems to improve efficiency, and retiring unused or older equipment. The combined savings from these IT related improvements totals over \$5.8 million.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	5,800	---	5,800

Office space consolidation

Departmental Offices are better utilizing existing office space in a Treasury-owned building in order to achieve savings. Consolidation measures are expected to result in approximately \$651 thousand in savings in FY 2009.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	651	---	651

Paperless operation

The IRS will eliminate unnecessary inserts and mailings to taxpayers. Eliminating the nearly dozen inserts that are included in notices to businesses informing them that they owe additional tax will save approximately \$1 million. An additional \$1.3 million will be saved by eliminating informational inserts when duplicate copies of taxpayer notices are mailed to the representatives of those taxpayers.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	2,300	---	2,300

Recycling

Treasury has implemented an initiative to recycle used material, resulting in savings of approximately \$40 thousand. To achieve this savings, Treasury will shred classified materials into blocks to be used for recycling in lieu of burning.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	40	---	40

Department of Veterans Affairs**Advisory committees management improvement initiatives**

In March 2009, VA adopted several procedural and process changes designed to improve the management of its 25 federal advisory committees. Those management improvement initiatives are being implemented at this time; however, the cumulative effect of those initiatives will not be fully realized until Fiscal Year 2010. Total operating costs of VA's advisory committees are expected to be reduced by about 14 percent, yielding annual cost savings of about \$755,000.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	755	755

Environmental Protection Agency

Energy Efficient Lighting Pilot Project

As a first step in converting lighting fixtures from compact fluorescent lighting (CFL) to more energy-efficient light-emitting diodes (LEDs), EPA has begun a pilot project at its offices in the Ronald Reagan Building to measure the true energy savings of the changeover (estimated at 30 percent). While the annual savings of the pilot project are de minimis, in the long run the initiative could lead to substantial savings across EPA facilities and the creation of a sustainability best practice.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	*	TBD	TBD

* Annual savings for the pilot project are <<\$,1000, but long-term savings would be substantial if the practice is adopted across all EPA facilities.

Department of Defense

Air Force: commercial Jet A turbine fuel

The proposal would replace JP-8, the standard jet fuel used by the military, with commercial Jet A fuel plus the military additives.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	51,794	51,794

Air Force: compact fluorescent lights

The Air Force retrofitted and installed over 2800 Compact Fluorescent Lightbulbs (CFLs) at select locations. CFLs provide 75 percent energy savings over regular light bulbs and last ten times longer.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	36	36	72

Air Force: in-house radome repair

The proposed action allows 2-day in-house repair of damaged radomes (protective domes for radar and other telemetry equipment) at Elmendorf Air Force Base. The ability to do these repairs in-house eliminates the need to purchase 14 new radomes per year.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	523	523	1,046

Air Force: web-enabled building control

In Bldg 11439 at Vandenberg Air Force Base, install a web-enabled system to monitor and control building energy systems.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	952	952

Army: automated vendor payments (wide area workflow)

WAWF is a system that automates payments to vendors. The savings results from the fact that it costs the Defense Financial Accounting System (DFAS) less to process electronic transactions than manual transactions. The savings should be seen in a reduction of the Army's annual bill from DFAS.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	6,423	6,703	13,126

Army: rest & recuperation

Increase the number of soldiers per chartered aircraft, for aircraft used to transport soldiers going on R&R Leave.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	18,154	15,000	33,154

Army: soldier student lodging

The Army is eliminating the requirement that Army personnel go through a reservation management process for commercial lodging.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	2,987	2,987

Navy: aircraft carrier mid-life refueling complex overhaul

Savings can be found in the refueling complex overhauls of aircraft carriers by incorporating Post Shakedown Availability or Selective Restrictive Availability into other processes or eliminate this type of maintenance entirely. The savings can approximate one extra deployment over the life of an aircraft carrier.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	---	---

Navy: base check-in and check-out processes

Improve check-in and check-out times at bases. Long cycle times, excessive labor costs, disjointed processes and IT network accounts remaining open post check-out are inefficient and expensive.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	177	177	354

Navy: eliminate inactive internet/intranet accounts

Delete inactive computer accounts, thereby reducing the number of inactive accounts and the costs to manage them.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	5,000	5,000	10,000

Navy: improve submarine maintenance procedures

For maintenance on nuclear (SSN) and nuclear ballistic (SSBN) submarines, the Navy used historical experience to modify certain maintenance procures to reduce costs and focus on the highest priority work.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	5,160	5,160	10,320

Navy: lean six sigma of mine resistant ambush protected vehicle (MRAP) integration and production

DoD implemented a Lean Six Sigma review of the production of Mine Resistant Ambush Protected (MRAP) vehicles, reducing defects while maintaining production. This program has reduced defects by 20 percent.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	---	---

Navy: lean six sigma of ordinance requisition

The Department has conducted a Lean Six Sigma assessment of the acquisition and shipping process, to correct long-standing problems with ordnance shipments to combat units in Iraq. This program has resulted in a reduced requisition time of approximately 50 percent.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	---	---	---

Navy: make corporate software purchases

Where appropriate, change to corporate purchase of enterprise-wide software licenses, instead of purchasing more expensive individual licenses.

Summary (thousands of dollars)	FY 2009 Savings	FY 2010 Savings (if available)	Total Savings (2009/10, plus outyears if available)
Savings	18,200	18,200	36,400